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ABSTRACT

Salary and fringe benefit data for faculty and administrators at California state postsecondary institutions are examined. Average faculty salaries at the University of California and eight comparison institutions are presented for 1973-1985, along with salary data for California State University and its 20 comparison institutions. In addition to projections of salaries and fringe benefits needed to achieve parity with comparison institutions, economic data on personal income for selected regions and the United States are included. Salary data for California instructors, assistant and associate professors, and professors are also compared to those of other professional groups and also to federal and state civil service employees. Additional areas of consideration include: faculty contributions to fringe benefits, faculty housing costs by campus, workload and salaries of full- and part-time California community college faculty, and 1983-1984 salaries of selected administrators and medical school faculty at the University of California and California State University institutions and comparison schools. Appendices include information on methods for reporting faculty salary and benefits, and supplementary data and materials. (SW)

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FINAL ANNUAL REPORT ON FACULTY AND ADMINISTRATIVE SALARIES IN CALIFORNIA PUBLIC HIGHER EDUCATION

1984-85

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The Commission consists of 15 members. Nine represent the general public, with three each appointed by the Speaker of the Assembly, the Senate Rules Committee, and the Governor. The other six represent the major educational systems of the State.

The Commission holds regular public meetings throughout the year at which it takes action on staff studies and adopts positions on legislative proposals affecting postsecondary education. Further information about the Commission, its meetings, its staff, and its other publications may be obtained from the Commission offices at 1020 Twelfth Street, Sacramento, California 95814; telephone (916) 445-7933.

FINAL ANNUAL REPORT ON FACULTY AND ADMINISTRATIVE SALARIES IN CALIFORNIA PUBLIC HIGHER EDUCATION

1984-85

POSTSECONDARY
CALIFORNIA EDUCATION
COMMISSION

CALIFORNIA POSTSECONDARY EDUCATION COMMISSION
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Commission Report 84-21

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INTRODUCTION

Pursuant to Senate Concurrent Resolution 51 of the 1965 General Legislative Session and House Resolution 250 of the 1964 First Extraordinary Session (reproduced in Appendix A), the Coordinating Council for Higher Education and subsequently the Postsecondary Education Commission has annually submitted to the Governor, the Legislature, and other appropriate State officials an analysis of faculty salaries and fringe benefits at the University of California and the California State University.

Since 1977, the Commission has transmitted two reports each year:

- The first, prepared in the fall on the basis of preliminary data, is designed primarily to assist the Department of Finance in preparing salary recommendations for the Governor's Budget that is presented to the Legislature in January.
- The second, prepared in the spring, updates the data of the preliminary report, adds information on faculty salaries in the California Community Colleges and medical faculty salaries in the University, and provides comparative information on salaries for selected administrative positions within the University and State University. This second report is useful to legislative fiscal committees during their budget hearings.

Both reports compare faculty salaries and the cost of fringe benefits in California's public universities with those offered by groups of comparison institutions that meet certain criteria and agree to exchange salary and fringe benefit data. Neither report contains recommendations, but both indicate the extent to which the University and the State University are likely to lead or lag behind the weighted average of their respective comparison institutions and indicate the increases needed in each segment to bring any faculty salary lag up to these averages.

In 1977, representatives of the segments, the Department of Finance, the Office of the Legislative Analyst, and the Commission developed the methodology that has been employed since then in preparing both the preliminary and final reports. The details of this methodology are described in Appendix B, but three facts about it are so important for an understanding of this year's final report that they are emphasized here.

1. Disproportionate Representation of Economically Depressed States: The lists of comparison institutions, which have remained unchanged since 1974, include:

   For the University of California:

   1. Cornell University
   2. Harvard University
   3. Stanford University
   4. State University of New York at Buffalo

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5. University of Illinois, Urbana-Champaign
6. University of Michigan-Ann Arbor
7. University of Wisconsin-Madison
8. Yale University

For the California State University:

1. Bowling Green State University (Ohio)
2. Illinois State University
3. Indiana State University
4. Iowa State University
5. Miami University (Ohio)
6. Northern Illinois University
7. Portland State University (Oregon)
8. Southern Illinois University
9. State University of New York at Albany
10. State University of New York College at Buffalo
11. Syracuse University
12. University of Colorado
13. University of Hawaii
14. University of Nevada
15. University of Oregon
16. University of Southern California
17. University of Wisconsin-Milwaukee
18. Virginia Polytechnic Institute and State University
19. Wayne State University (Michigan)
20. Western Michigan University

As can be seen, the number of institutions included in these lists located in the economically depressed Great Lakes region and Oregon make up over half of the State University's comparison group and three of the eight in the University's group. Their disproportionate numbers have served to lower the comparison-group averages this year.

2. Duplicate Representation of Public Institutions in Certain States: The State University's list of comparison institutions includes not merely two public institutions in each of four states -- Michigan, New York, Ohio, and Oregon -- but three public institutions in Illinois -- Illinois State, Northern Illinois, and Southern Illinois Universities. As such, salary decisions in these states have a particularly large effect on salary computations for the State University's comparison group as a whole and this year have contributed to the overall low average of this group. For example, in 1974, the three Illinois institutions paid average salaries that scored in the fiftieth and sixtieth percentiles nationally, according to the national survey of Category I (doctorate-degree granting) institutions of the American Association of University Professors. But by 1982-83, Illinois State University and Northern Illinois scored lower than the twentieth percentile in all four faculty ranks, as did Southern Illinois at the upper three ranks.

(Officials of the California State University have recently requested that its comparison group of institutions be reconsidered.)

3. Problems with the Five-Year Projections. Apart from questions about the national representativeness of the comparison groups, a problem exists in this year's projections. Two different sets of data are used for the preliminary and final reports, sometimes resulting in considerable differences between them. The reason is that the preliminary report involves a two-year projection of faculty salaries, because current-year data is not available at the time of its survey, while the final report involves only a one-year projection. For example, last December's preliminary report projected 1984-85 salaries in the comparison groups of institutions based on the latest salary data available from them last spring, which was their actual 1982-83 salaries, and salaries paid five years earlier -- in 1977-78. In contrast, this present final report utilizes salary data from the current 1983-84 year and salaries paid five years earlier -- during 1978-79 -- for its projections.

In times of relative economic stability, this procedure is usually reliable in projecting eventual salaries, particularly in the final report, which requires only a one-year projection. But during periods of economic fluctuation such as recent years, large differences can occur between the two reports, as illustrated in Table 1, and significant over- or under-projections can result. For example, in 1975-76, 1980-81, and 1981-82, projected salary levels at the comparison institutions proved considerably lower than their actual salaries because of high increases in the Consumer Price Index the previous years -- 11.1 percent in 1974-75, 13.3 in 1979-80, and 11.5 in 1980-81.

This next year, actual salaries at the comparison institutions may once again differ considerably from those projected in this report, not because of changes in the cost of living but because some of the currently depressed states where comparison institutions are located may increase salaries beyond what this year's salary computations predict. One example is Wisconsin, which was unable to increase salaries this year but, according to indications such as illustrated in Appendix C, will seek increases next year. Meanwhile, comparison institutions in New York, Colorado, Virginia, Nevada, and other states may try to exceed the projected increases.

TABLE 1 Differences Between the Commission's Preliminary and Final Salary Reports in Projections of the Salary Lag or Lead of the University of California and the California State University in Relation to Their Respective Comparison Groups, 1978-79 Through 1983-84

Year	University of California			The California State University		
Projected	Preliminary	Final	Difference	Preliminary	Final	Difference
1978-79	- 7.50	- 7.96	+ 0.46	- 3.8	- 3.27	- 0.53
1979-80	-12.50	-12.64	+ 0.14	- 8.82	-10.1	+ 1.28
1980-81	- 3.88	- 5.01	+ 1.13	- 0.77	- 0.84	+ 0.07
1981-82	- 2.71	- 5.75	+ 3.04	+ 2.59	- 0.5	+ 3.09
1982-83	- 5.46	- 9.81	+ 4.35	- 0.47	- 2.29	+ 1.82
1983-84	-16.52	-18.5	+ 1.98	- 9.03	- 9.2	+ 0.17

Source: Commission staff review of previous salary reports.

Finally, it should be clear that the projected salary-level disparities between California's public universities and their respective comparison institutions is only one measure of economic differences between these institutions that affect their recruitment and retention of faculty -- and thus these statistics should not be employed in the absence of other sources of comparative information. There is growing evidence that factors other than direct salary comparisons alone, including differences in cost of living, per-capita income, and cost of housing within California and the comparison institution states, warrant consideration in arriving at equitable compensation for University and State University faculty.

ONE

FACULTY SALARY COMPARISONS

As noted in the Commission's Preliminary Report on Faculty Salaries, 1984-85 of last December, the condition of faculty salaries at the University of California and the California State University is unusually complex this year since salary increases did not become effective with the beginning of the State's fiscal year on July 1, 1983. Instead, the University of California granted from salary appropriations an average faculty salary increase of 6 percent effective this past January 1, and also, on that same date, returned the special 3 percent employer retirement contribution begun in 1966 to the faculty salary base. (Through the University's newly instituted flexible benefits program, its faculty is paying this 3 percent retirement contribution themselves.) In addition, on this past April 1, the University granted a faculty salary increase of 1 percent derived from its salary equity funds.

The California State University granted an average salary increase of 5.8 percent to its faculty on January 1 and used 0.2 percent of its salary funds to provide enhanced dental benefits on that same date.

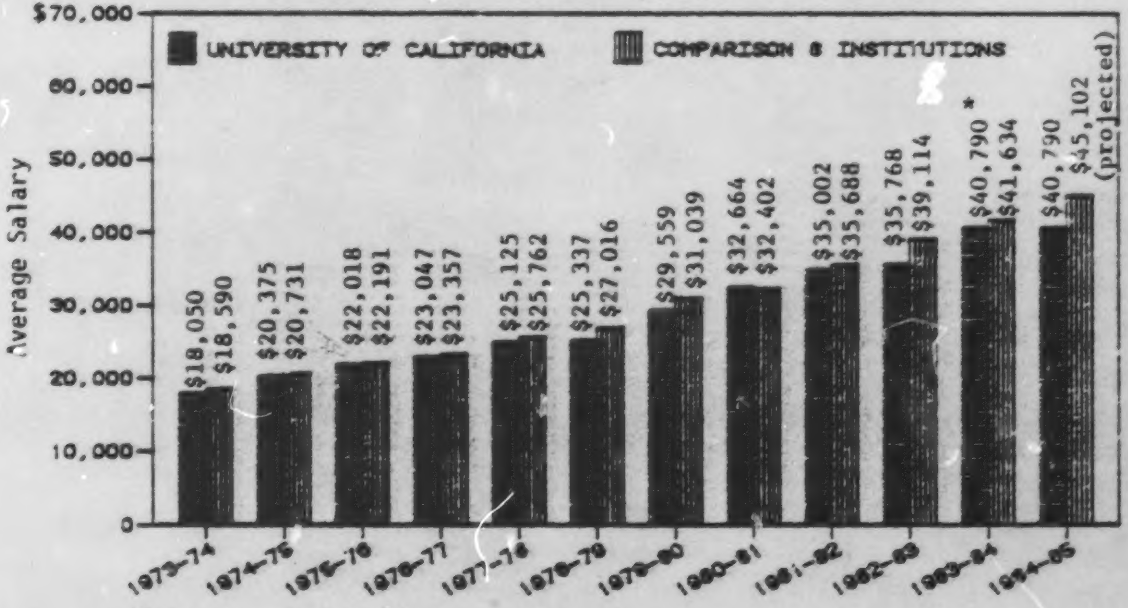
Because of this unusual schedule under which salary increases were granted this year, all calculations in this final report, as in the preliminary report, are based on salary levels at the University and State University that apply after April 1, 1984. Although the salary figures in this report, like those in the preliminary report, imply that these average salaries existed throughout the entire 1983-84 fiscal year, in reality, actual average faculty salaries in both segments in 1983-84 were lower. Thus the apparent 10.0 percent salary increase for faculty at the University really averaged 4.75 percent, while that of 6.0 percent in the State University averaged 4.1 percent.

UNIVERSITY OF CALIFORNIA

If no action is taken by the Legislature and the Governor to increase funding for salaries, the lag in average 1984-85 faculty salaries at the University of California behind the weighted average of its comparison group of eight institutions is now projected to be 10.6 percent -- a decrease from the 12.8 percent projection in the preliminary report of last December, which was derived from data of a year earlier.

Figure 1 shows graphically the all-ranks average faculty salaries at the University and its eight comparison institutions over the past ten years, the current fiscal year, and into 1984-85 as now projected for the comparison institutions. Figure 2 shows the differences in average faculty salaries between the University and its comparison group for these same years. As it

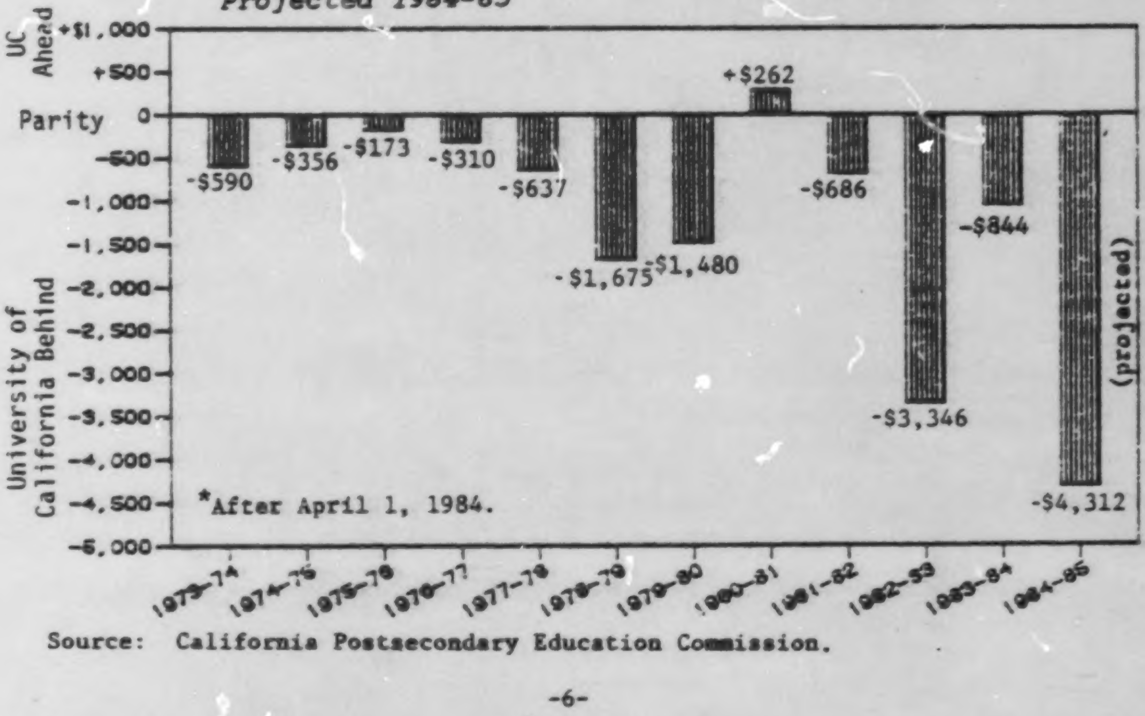
Figure 1 Nine-Month All-Ranks Average Faculty Salaries at the University of California and Its Eight Comparison Institutions, 1973-74 Through Projected 1984-85



*After April 1, 1984.

Source: California Postsecondary Education Commission.

Figure 2 Difference in Nine-Month All-Ranks Average Faculty Salaries Between the University of California and Its Comparison Institutions, 1973-74 through Projected 1984-85



Source: California Postsecondary Education Commission.

indicates, without an increase in University salaries, its average salary for 1984-85 will be $4,312 below the weighted average of its comparison group.

Figure 2 also shows that for the past 11 years, University average faculty salaries have been consistently behind its comparison institutions with one exception -- 1980-81. The greatest lag -- $3,346 -- occurred in 1982-83, but lags exceeded $1,000 during three other years. This current lag of $844 is equivalent to 2.1 percent.

Table 2 below shows where the University has stood among all nine institutions for each of the past eight years at each of its three professorial ranks. The standing of the University's professors has not been higher than fifth position during the most recent eight years. Associate professors achieved fourth position in 1979-80, when the State provided funds for an unprecedented 14.5 percent salary increase, but before and after that year they have generally ranked below the midpoint, and in 1978-79 they occupied the last position. Assistant professors ranked second or third during four of the eight years but have dropped recently to below mid-rank, reaching their lowest, and last, position in 1982-83.

It is not the purpose of this report to recommend increases in faculty salaries nor to advise the University's Regents and administrators regarding the distribution of salary funds. For illustrative purposes only, however, and assuming all comparison institutions grant the same increase, a general across-the-board increase in 1984-85 faculty salaries of 10.6 percent at the University would leave its professors' salaries in fifth place, elevate associate professors' to fourth place, and raise assistant professors' to second place among the nine universities, including the University of California.

TABLE 2 Ranking of Professorial Salaries at the University of California Among All Nine Institutions Compared for the Faculty Salary Reports, 1976-77 Through 1983-84

Year	Professor	Associate Professor	Assistant Professor
1976-77	5	5	2
1977-78	6	7	2
1978-79	8	9	7
1979-80	5	4	2
1980-81	5	5	3
1981-82	5	6	6
1982-83	7	8	9
1983-84	5	7	7

Source: California Postsecondary Education Commission staff analysis.

THE CALIFORNIA STATE UNIVERSITY

In 1984-85, if the Legislature and Governor take no action to increase salary funds, the projected lag in State University faculty salaries behind the weighted average salaries of its 20 comparison institutions will be $2,533, or 7.6 percent -- a decrease from the 10.0 percent derived in the preliminary report.

Figure 3 shows all-ranks average faculty salaries at the State University and its 20 comparison institutions over the past decade and projected into 1984-85. These relationships are shown as differences in average salaries in Figure 4. As this latter figure shows, during the past eleven years, average faculty salaries at the State University exceeded those in its comparison institutions during eight years and fell behind in three. For the current year, Figure 4 indicates that the State University's average salary lags by 1 percent, but because this assumes that salaries paid to the faculty since January 1 have applied for the entire fiscal year, actually its salary lag is 3.1 percent.

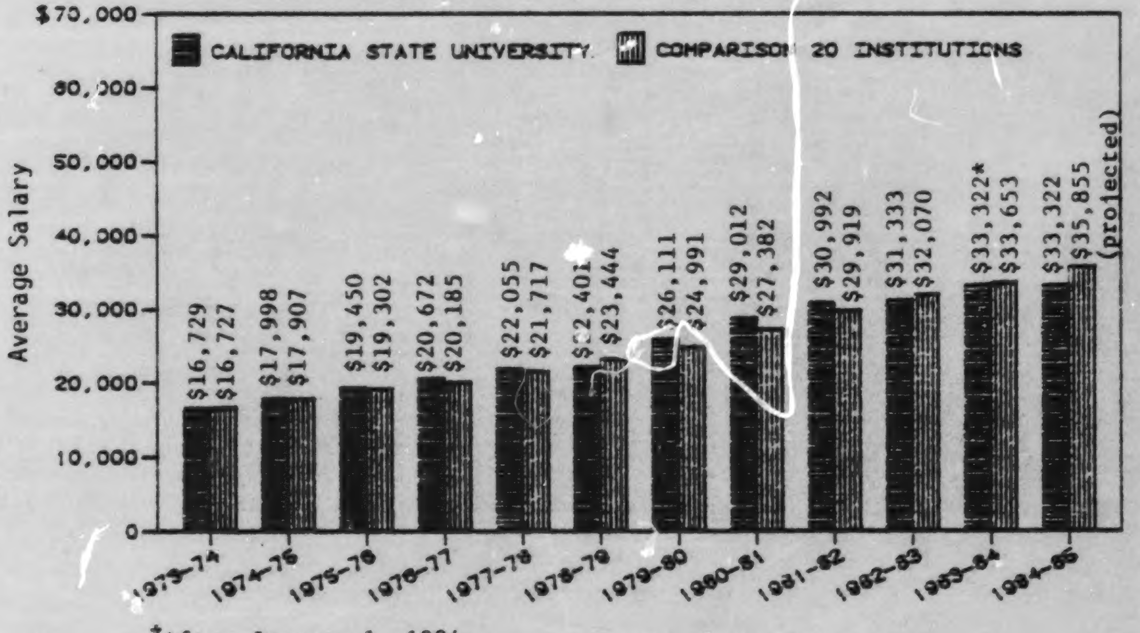
During the current year, State University professors' salaries ranked fourteenth, associate professors' fifteenth, and assistant professors' thirteenth among all 21 institutions (inlcuding the State University) used for its salary comparisons. A general across-the-board increase of 7.6 percent in 1984-85 would leave its professors' average salaries in eighth place, associate professors' at tenth place, and assistant professors' at ninth place.

EFFECTS OF THE DEPRESSED ECONOMY IN THE GREAT LAKES REGION AND OREGON

As noted in the Introduction to this report, projections of 1984-85 salary differentials should be viewed cautiously because a number of the public institutions used in the University's and State University's comparison groups are located in the economically depressed Great Lakes region and Oregon. Uncertainties about the economy of these states have contributed both to the difficulties that the University and State University have experienced in obtaining data from their comparison institutions as well as to questions about the validity of these data in representing nationwide conditions.

More precisely, the Great Lakes region includes three of the four public universities in the University's comparison group of eight institutions -- the Universities of Illinois, Michigan, and Wisconsin-Madison -- and nine of the 20 comparison institutions for the State University -- Bowling Green and Miami University in Ohio; Illinois State, Northern Illinois, and Southern Illinois Universities in Illinois; Indiana State University in Indiana; the University of Wisconsin-Milwaukee in Wisconsin, and Wayne State and Western Michigan Universities in Michigan. Two other State University comparison institutions -- Portland State University and the University of Oregon --

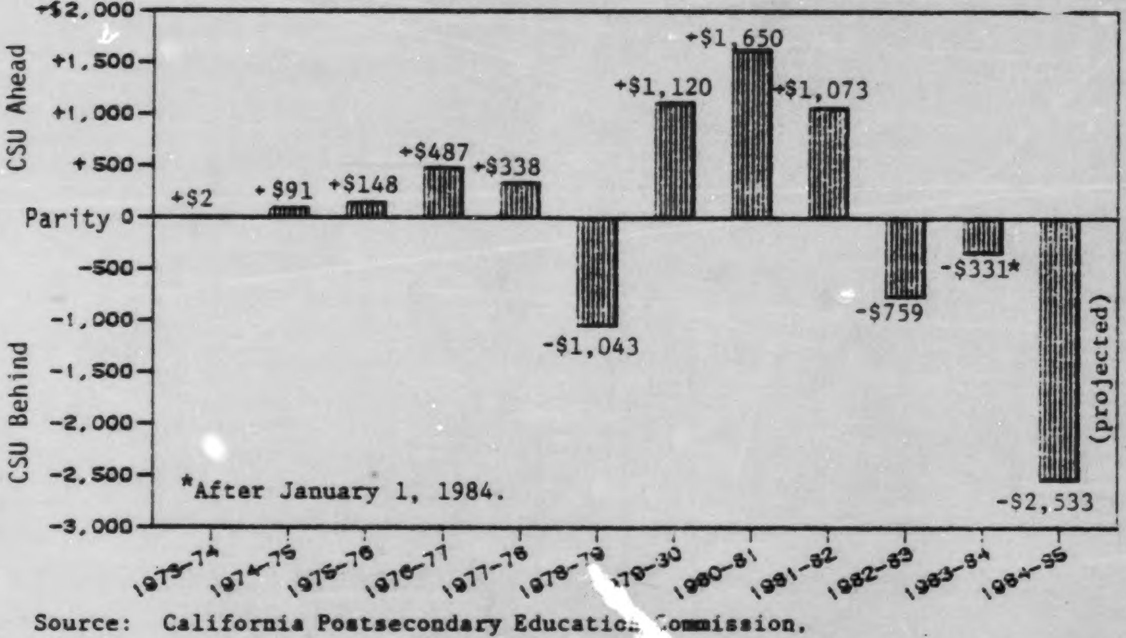
Figure 3 Nine-Month All-Ranks Average Faculty Salaries at the California State University and Its Twenty Comparison Institutions, 1973-74 Through Projected 1984-85



*After January 1, 1984.

Source: California Postsecondary Education Commission.

Figure 4 Difference in Nine-Month All-Ranks Average Faculty Salaries Between the California State University and Its Twenty Comparison Institutions, 1973-74 Through Projected 1984-85



Source: California Postsecondary Education Commission.

are located in a state where total and per-capita personal income have fallen well below the national average. Most of these institutions appear to be suffering from the depressed economy in their regions.

Total personal income in the United States grew by 6.4 percent between 1981 and 1982, and in California by 7.1 percent, but per-capita income in the Great Lakes region rose only 4.0 percent -- the lowest of any region identified in research conducted by the U.S. Bureau of Economic Analysis -- and in Oregon by only 3.7 percent. Table 3 shows these differences in real dollars for 1981-82, as well as in constant 1972 dollars between 1980 and 1982. It illustrates that the recent economic recovery has been distributed unevenly throughout the United States. The Great Lakes region and Oregon have not experienced the same improvement as the nation at large, let alone as California. Worse, in five of these seven states, 1982 personal income declined from that in 1980, as measured in constant dollars.

This uneven distribution of economic recovery among the states in which comparison institutions are located is also illustrated by their change in rank in terms of per-capita income, as displayed in Table 4. While California moved up from sixth to fifth place in per-capita income between 1977 and 1982, states in the Great Lakes region and Oregon fell by substantial amounts -- Michigan, from ninth rank to nineteenth; and Indiana, Wisconsin, and Oregon, from above or at the midpoint to below.

TABLE 3 Percent Change in Total Personal Income in Current Dollars, 1981-82 and in Constant 1972 Dollars, 1980-82, for Selected Regions and the United States

Area	Percent Change Current Dollars, 1981-82	Percent Change Constant 1972 Dollars, 1980-82
United States	6.4	3.6
Great Lakes Region	4.0	- 1.5
Illinois	5.0	- 1.6
Indiana	4.0	- 2.3
Michigan	1.7	0.7
Ohio	4.7	- 5.0
Wisconsin	5.1	1.1
California	7.1	4.1
Colorado	7.8	11.8
Connecticut	7.5	5.0
Hawaii	6.6	1.7
Iowa	0.7	0.3
Massachusetts	7.3	4.9
Nevada	5.7	5.7
New York	7.9	4.7
Oregon	3.7	- 3.5
Virginia	7.4	5.6

Sources: 1981-82 data: U.S. Bureau of Economic Analysis, 1983, p. 36:
1980-82 data: U.S., Bureau of the Census, 1983, p. 456.

These declines are reflected in 1982-83 and 1983-84 faculty salaries at the comparison institutions located in these states. For example, in 1983-84, salaries fell 0.4 percent at the University of Wisconsin-Madison -- a University of California comparison institution -- and 1.2 percent at the University of Wisconsin-Milwaukee -- a State University comparison institution, and they are scheduled to increase 3.84 percent effective this next July 1. (Heller, 1984, p. 17; reproduced in Appendix C).

If the University of Wisconsin were to be deleted from this year's salary computations because of its unusual 1983-84 circumstances, the average faculty salary lag within the University of California would be 13.8 percent in 1984-85 rather than 10.6 percent. Similarly, if only one public institution were used from the State University's comparison states of Oregon, New York, Illinois, Ohio, and Michigan, the projected lag in the State University's average faculty salaries would increase from 7.6 to 9.9 percent. Or if even the three Illinois institutions were alone deleted (because of their large influence on the average of the comparison group), the State University would still lag by 9.3 percent behind the average of the remaining 17 comparison institutions.

Overall, faculty salaries in the 20 institutions that make up the State University's comparison group are increasingly unrepresentative of faculty salaries in public universities nationally. According to annual salary data gathered by the American Association of University Professors, the comparison 20 not only fell 4.0 percent behind the average of all 105 public universities in the most recent year for which data are available -- 1982-83 -- but have fallen further and further behind each year since 1978-79. If the comparison 20 had maintained the same salary relationship with all 105 public universities that they did during the decade of the 1970s, an average salary increase of at least 11.6 percent (7.6 + 4.0 percent) would be necessary for the State University to reach the weighted average of salaries in all these public universities.

TABLE 4 Ranking of Selected States Among the Fifty States in Per-Capita Income, 1977 and 1982

State	1977	1982
California	6	5
Colorado	18	12
Connecticut	3	3
Hawaii	8	15
Illinois	5	8
Indiana	25	34
Iowa	21	28
Massachusetts	15	10
Michigan	9	19
Nevada	7	13
New York	10	6
Ohio	19	23
Oregon	20	31
Virginia	24	20
Wisconsin	23	29

Source: U.S. Bureau of Economic Analysis, 1983. p. 36.

CONCLUSION

To place the Commission's 1984-85 salary projections in perspective, Table 5 on page 13 lists for the 20 years since the start of this series of reports the percentage increases (1) requested by the University and State University, (2) projected by the Commission or its predecessor, the Coordinating Council for Higher Education, and (3) adopted by the Governor and Legislature.

TABLE 5 Faculty Salary Increases Requested by the University of California and The California State University, Increases Required to Attain Parity with Comparison Institutions, and Salary Increases Granted by the Governor and the Legislature, 1965-66 Through 1983-84

Year	Segmental Requests		CCHE/CPEC Reports		Increases Granted	
	UC	CSU	UC	CSU	UC	CSU
1965-66	10.0%	10.0%	No Report		7.0%	10.7%
1966-67	8.1	11.2	2.5	6.6	2.5	6.6
1967-68	7.5	18.5	6.5	8.5	5.0	5.0
1968-69	5.4	10.0	5.5	10.0	5.0	7.5
1969-70	5.3	5.2	5.2	5.2	5.0	5.0
1970-71	7.2	7.0	7.2	7.0	0.0	0.0
1971-72	11.2	13.0	11.2	13.0	0.0	0.0
1972-73	13.1	13.0	13.1	13.0	9.0	8.4
1973-74	6.4	7.5	6.4	8.8	5.4	7.5
1974-75	4.5	5.5	4.5	4.2	5.5	5.3
1975-76	11.0	10.4	11.0	9.7	7.2	7.2
1976-77	4.6	7.2	4.6	4.6	4.3	4.3
1977-78	6.8	8.5	5.0	5.3	5.0	5.0
1978-79	9.3	9.9	8.0	3.3	0.0	0.0
1979-80	16.0	14.4	12.6	10.1	14.5	14.5
1980-81	10.5	11.0	5.0	0.8	9.8	9.8
1981-82	9.5	17.7	5.8	0.5	6.0	6.0
1982-83	9.0	None[1]	9.8	2.3	0.0[2]	0.0[2]
1983-84	N/A[3]	None[1]	18.5	9.2	6.0[4]	6.0[5]
1984-85	12.8	None[1]	10.6	7.6	--	--

1. The State University Trustees did not approve salary requests for 1982-83, 1983-84, or 1984-85, due to the anticipation of collective bargaining negotiations.
2. Although the Governor and the Legislature approved no general salary increase, they did approve a $50 per employee reduction in retirement contributions.
3. The Regents did not submit a specific request for 1983-84 but urged amounts sufficient to attain parity by 1984-85. This should require increases of about 12 percent in each of the 1983-84 and 1984-85 fiscal years.
4. The University granted its faculty a 6 percent salary increase on January 1, 1984, from salary appropriations, returned the special 3 percent employer retirement contribution to the salary base on that same date, and granted an additional 1 percent on April 1, 1984 from its salary equity funds.
5. The State University, through collective bargaining, granted a 5.8 percent salary increase effective January 1, 1984 and used 0.2 percent of its salary funds to provide enhanced dental benefits beginning on that same date.

Source: Previous and current faculty salary reports of the Coordinating Council for Higher Education and the California Postsecondary Education Commission.

TWO

OTHER SALARY COMPARISONS

Further perspective on the economic status of University and State University faculty members can be gained by comparing their salaries with those of occupational groups employed in the federal civil service and private industry. Because most faculty are employed on a nine-month basis while industrial and civil service employees are employed on a twelve-month basis, for such comparisons nine-month faculty salaries are converted to twelve-month equivalents.

Figure 5 shows the differences among salaries for selected occupations and federal civil service employees based on the most recent nationwide survey (excluding Hawaii and Alaska) of federal civil service and industrial salaries conducted annually by the Bureau of Labor Statistics -- that of March 1983. It also shows University and State University nine-month faculty salaries, both for nine months and converted to twelve months, as of the same time. The following observations flow from these comparisons:

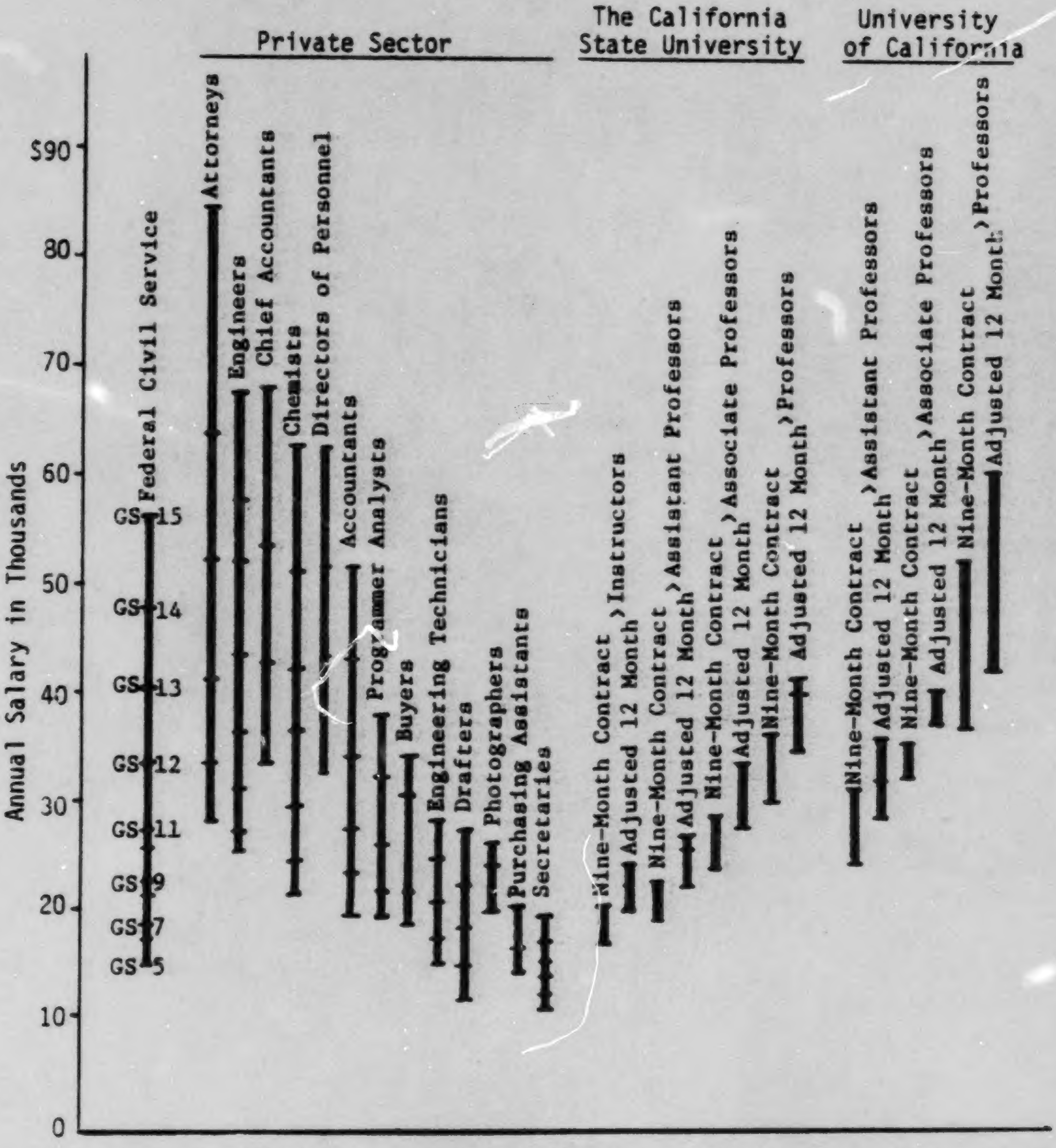
INSTRUCTORS' SALARIES

- Beginning instructors' salaries at the State University, even after conversion to twelve-month levels, were lower than all professional positions included in the survey.
- These beginning instructors' salaries were equal to those paid to highly competent secretaries and technical photographers but were less than those paid to experienced clerical purchasing assistants, draftsmen, or engineering technicians who had gained a modest amount of experience. They were approximately equal to the average salary for the GS-7 level in federal civil service.
- The top of the instructors' scale in the State University was below that of experienced technical-support personnel and well below those of beginning attorneys, engineers, chief accountants, and directors of personnel.

ASSISTANT PROFESSORS' SALARIES

- Beginning assistant professors' salaries at the State University, even after converting to twelve-month equivalents were below those paid by industry to technicians, draftsmen, and photographers who have only modest levels of experience. They were equal to average salaries paid to beginning chemists in industry and to the GS-8 to GS-9 range of federal civil service, but they fell $6,000, $4,500, $11,000, and $10,000 short,

FIGURE 5 Ranges of Federal Civil Service and Selected Private-Sector Salaries as of March 1983, and of 1982-83 University and State University Nine-Month Faculty Salaries for Nine Months and Converted to Twelve Months



NOTE: The federal and industrial salary data come from a survey convering 22 million workers in some 44,000 establishments, of whom 45 percent were professional, administrative, technical or clerical employees. All but 16 percent of the University's faculty and all but 3 percent of the State University's faculty have nine-month appointments.

SOURCE: For federal and industrial salaries, U.S. Bureau of Labor Statistics, 1983, pp. 7-15, 77-78. For University and State University salaries, California Postsecondary Education Commission.

respectively, of those paid to beginning industrial attorneys, engineers, chief accounts, and directors of personnel.

- The average assistant professors' salaries at the State University were equal to the beginning salary for engineers who commonly possess only the B.S. degree.
- The top step in the assistant professors' range at the State University ranked below the average salaries paid to technicians and draftsmen and was equal to that paid to the most experienced photographers. It was approximately equal to the average salary paid to federal civil servants holding a GS-11 rating.
- Beginning assistant professors' salaries at the University were equal to the beginning salaries for attorneys and for GS-11 civil service but were slightly below that paid to highly experienced engineering technicians.
- Top-of-the-scale assistant professors' salaries at the University were approximately equal to those of the GS-12 level in civil service and of experienced buyers, but lower than the average of most other professional positions.

ASSOCIATE PROFESSORS' SALARIES

- Beginning associate professors' salaries in the State University fell below those of highly experienced engineering technicians in the private sector and were comparable to GS-11 in federal civil service.
- Associate professors in the University had a narrow salary range -- only $3,220 between first step and top step -- on a 12-month basis, and fell within the GS-13 range of civil service.
- Associate professor salaries at the University lay mid-range of the salaries for attorneys, engineers, chief accountants, chemists, directors of personnel, and accountants.

PROFESSORS' SALARIES

- State University professors' salaries topped out at the average of the federal GS-13 level, while the University's topped out slightly above the GS-15 level.
- Maximum salaries for professors in the State University were equal to private-sector salaries for attorney IV, engineer IV, chief accountant II, chemist V, director of personnel II, and accountant V; which means these maximums were approximately $45,000 below the highest average

salary groupings for attorneys, $30,000 below the highest average group of engineers and chief accountants, $22,000 below the highest grouping of chemists and directors of personnel, and about $12,000 below the average of the highest grouping of accountants.

- The highest private-sector groupings of attorneys exceeded the top of the University's professor scale by $25,000; engineers and chief accounts exceeded it by $7,000; and chemists and directors of personnel did so by $2,000.

THREE

FRINGE BENEFITS

The 1984-85 Analysis of the Budget Bill contains the following language (pp. 1679-1680):

> We recommend that CPEC submit to the legislative fiscal committees by March 15, 1984, a fringe benefit evaluation proposal which identifies the funding needed and the specific tasks that must be performed in order for the commission to provide a more analytical in-depth review of the current benefits offered to California faculty, as compared with the benefits offered to faculty at comparison institutions. We further recommended that separate cost estimates be prepared for a study in 1984-85 covering (1) both UC and CSU comparison institutions, (2) only UC comparison institutions, and (3) only CSU comparison institutions.

In compliance with this recommendation, Commission staff has developed cost estimates for a study of benefits that could be undertaken in 1984-85. In the meantime, however, data on fringe benefits from the University, the State University, and their comparison groups of institutions remain limited to the costs of providing these benefits.

UNIVERSITY OF CALIFORNIA

The University's analysis of the cost of fringe benefits, including the University of Wisconsin-Madison, appears in Table 7, while Table 8 shows the University's contributions to its faculty's fringe benefits as of 1983-84.

Table 6 indicates that the University's contribution to employee fringe benefits will lag behind its comparison institution contributions by $1,553, or 19.8 percent, in 1984-85. This is equivalent to 3.4 percent of its average salary, if University salaries are brought up to the average of its comparison institutions.

It is unclear how this figure relates to the 3 percent employer contribution to retirement that the University returned to its faculty, who in turn are now making this contribution to retirement on a tax-exempt basis under the University's new flexible benefit program. Similarly, the meaning of this figure in terms of comparability in retirement programs, quality of health insurance programs, and other countable benefits will remain unknown until a major study is completed.

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TABLE 6 Cost of Fringe Benefits at the University of California and Its Comparison Eight Institutions

	Professor	Associate Professor	Assistant Professor	Average[1]
Comparison Eight Institutions:				
1983-84 Average Fringe Benefits[2]	10,288	7,907	6,882	
1978-79 Average Fringe Benefits	6,094	4,109	3,383	
1984-85 Projected Fringe Benefits[3]	11,424	9,013	7,932	10,384
University of California				
1983,-84 Average Fringe Benefits[4]	9,843	7,401	6,583	8,831
Percentage Adjustment needed to make UC fringe benefits equal to the 1984-85 projected average comparison fringe benefits	16.1	21.8	20.5	17.6
Less (adjustment for the effect of 10.6 range adjustment):				7.8
Net adjustment needed to achieve parity:				9.8

1. Average based on the projected 1984-85 staffing pattern of the University.

2. Computed from confidential data received from comparison institutions.

3. Compound annual, growth rate over the five-year period for each rank is used for the one-year projection.

4. Equivalent to an average of $2,321.20 plus 15.96 percent of average salary.

Source: Office of the Senior Vice President--Academic Affairs, University of California.

TABLE 7 University of California Average Contributions to Faculty Fringe Benefits, 1983-84

Retirement/FICA		14.75% of salary[1]
Unemployment Insurance		.25% of salary
Workers' Compensation Insurance		.51% of salary
Health and Dental Insurance-Annuitants		.95% of salary
Dental Insurance	$ 305.00	
Health Insurance	1,946.00*	
Life Insurance	16.20	
Non-Industrial Disability Insurance	54.00	
TOTAL	$2,321.20	15.96% of salary

1. Effective January 1, 1984.

Source: Vice President-Budget and University Relations, University of California.

THE CALIFORNIA STATE UNIVERSITY

In prior years, the Chancellor's Office of the State University obtained data on faculty salaries and fringe benefits from its comparison institutions by requesting each of them to provide a copy of their completed Higher Education General Information Survey (HEGIS) form on Salaries, Tenure, and Fringe Benefits of Full-Time Instructional Faculty. This procedure worked well for a number of years, minimizing the effort of the comparison institutions and thus assuring their continued inclusion in the State University's comparison group; but it failed this year. Unbeknown to the State University, the National Center for Education Statistics changed the HEGIS form for 1983-84 by requesting fringe-benefit data for all nine- and twelve-month faculty rather than for each academic rank within these two categories. Thus, the State University has been unable to provide a rank-by-rank comparison of fringe benefits with its comparison institutions, since it was impossible to adjust their data to its staffing pattern. Consequently, no direct rank-by-rank comparison of fringe benefits paid by the State University and its comparison institutions can be made in this final report. Table 8 thus displays only the average cost of these benefits in the State University and its comparison institutions for 1983-84, without projecting them into 1984-85.

Despite the absence of much needed data, in 1981 the Commission compared for the previous ten years the costs to the University, the State University, and a number of comparison institutions for six benefits -- (1) retirement and social security programs, (2) unemployment insurance, (3) worker's compensation, (4) medical/health insurance, (5) life insurance, and (6) disability insurance. That report indicated that both of California's two public universities had expended increasingly larger amounts of money on the above benefits than their comparison groups during that period. During 1974-75, for example, the comparison institutions contributed an average of

35.4 and 27.7 percent more for benefits than did the University and State University, respectively, but by 1981-82, these percentages reversed to -30.3 and -35.6. The report noted, "the causes of these shifts are unknown and represent an anomaly since salary differentials do not show similar trends." (p. 1).

Finally, although few data exist with which to compare the cost of University and State University fringe benefits to those in business and industry, the Chamber of Commerce of the United States has found that the expense of the latter benefit plans climbed to 37.3 percent in 1981 -- well above the level of costs of either the University or State University. (California Postsecondary Education Commission, 1983b, page 11).

TABLE 8 Costs of Fringe Benefits at the California State University and Its Twenty Comparison Institutions, 1983-84

	Comparison Institutions		California State University	
	Average Cost	Benefit Cost As Percent of Average Salary	Average Cost	Benefit Cost As Percent of Average Salary
Retirement	$ 3,385	11.21%	$ 5,963	18.26%
Social Security	1,334	4.42	1,877	5.75
Medical & Dental	1,206	4.00	1,965	6.02
Disability Insurance	163	0.54		
Tuition	243	0.80		
Unemployment Insurance	99	0.33	109	0.33
Life Insurance	131	0.43		
Workmen's Compensation	112	0.37	102	0.31
Total Benefit Expenditures	$ 6,673	22.1 %	$10,016	30.7 %

Source: Office of the Chancellor, The California State University.

FOUR

COSTS OF HOUSING

Because one of the major impediments of the University and State University in hiring outstanding new faculty is the high price of real estate in virtually all urban areas of California, both the University and State University have gathered data on housing costs that are summarized here.

UNIVERSITY OF CALIFORNIA

For the March 1984 meeting of the Regents, the Office of the President prepared the comparative indices listed in Table 9 on costs of housing in five cities nationally from which University faculty are often recruited and in six areas in California where University campuses are located.

At their July meeting, the Regents will consider expanding their housing assistance programs, which are now almost fully subscribed. The logic behind this action is that even if University salaries are brought up to the average of its comparison institutions, the enormous disparity between housing costs in California and other parts of the nation will still be a deterrent to recruiting new faculty.

TABLE 9 Housing Price Indices in Eleven Metropolitan Areas

Area	Index
Columbus, Ohio (Ohio State University)	1.00
Austin, Texas (University of Texas)	1.30
Chicago, Illinois (Northwestern University)	1.04
Madison, Wisconsin (University of Wisconsin)	1.06
Boston, Mass. (Harvard University and M.I.T.)	1.57
San Francisco Bay Area	1.91 - 2.52
Sacramento	1.35
Riverside	1.23 - 1.68
Los Angeles Area	1.15 - 4.77
Orange	1.68 - 3.99
San Diego	1.51 - 2.24

Source: Office of the President, University of California.

THE CALIFORNIA STATE UNIVERSITY

In order to obtain comparative information on relevant housing costs, the Chancellor's Office of the State University requested data in 1982 from the Los Angeles office of Coldwell-Banker Relocation Service on the typical selling price of comparable houses in its 19 locations and those of its 20 comparison institutions. Coldwell-Banker supplied the data on standard owner-occupied houses as of November 1981 that appear in Table 10. (A "standard" house is described as having three bedrooms, two bathrooms, and approximately 2,000 square feet of floor space.) If the locations of the 20 comparison institutions are weighted by numbers of faculty, the average home price in November 1981 near a State University campus was $129,700, compared to $91,200 in the comparison group. That is, an average State University faculty member would pay $38,500, or 42 percent, above a comparison group faculty member for housing.

Other data support the same theme. For example, a ranking of 1980 Census data from the nation's cities on various housing characteristics placed 27 California cities in the top 35 of the nation's most expensive in terms of housing ("How They Rank," 1983, p. 39). Home prices statewide in California were the second highest nationally, exceeded only by Hawaii (p. 43).

TABLE 10 Standard Housing Prices in Communities with State University Campuses or with Comparison Institutions, November 1981

CSU Campus Location	Prices	Comparison Institution Location	Prices
San Francisco	$275,000	Honolulu	$200,000
Los Angeles	165,000	Los Angeles	165,000
Northridge	165,000	Portland, Oregon	100,000
Fullerton	145,000	Reno	93,000
San Diego	140,000	Detroit	91,200
Long Beach	130,000	Milwaukee	86,000
Pomona	110,000	Ames, Iowa	85,000
San Bernardino	110,000	De Kalb, Illinois	82,000
Hayward	100,000	Blacksburg, Virginia	80,000
San Jose	97,000	Eugene	78,500
Sonoma (Santa Rosa)	90,000	Bloomington, Illinois	75,000
Sacramento	85,000	Boulder	70,000
Fresno	79,500	Bowling Green, Ohio	65,000
		Kalamazoo	65,000
Bakersfield	76,500	Buffalo	63,000
Stanislaus (Turlock)	70,000	Albany	62,000
Chico	65,000	Syracuse	57,000

Source: Coldwell-Banker Relocation Service.

Similarly, a recent survey by the United States League of Savings Institutions, released on April 10, 1984, disclosed that four of the nation's five most expensive housing markets are in California, with Washington, D.C. ranked third ("L.A. Area Housing Costs," 1984). The top 20 cities, including five in California, are:

	City	Median Price
1.	Los Angeles - Long Beach	$ 139,950
2.	Anaheim - Santa Ana - Garden Grove	125,018
3.	Washington, D.C.	120,600
4.	San Francisco - Oakland	120,074
5.	San Diego	106,000
6.	Honolulu	105,000
7.	Memphis, Tennessee	93,000
8.	Charlotte - Gastonia, North Carolina	92,050
9.	Salt Lake City - Ogden	90,780
10.	Denver - Boulder	90,100
11.	New York	89,875
12.	Seattle - Everett	88,500
13.	Dallas - Ft. Worth	85,967
14.	Fresno	85,967
15.	Newark, New Jersey	83,015
16.	New Haven - West Haven	81,900
17.	Atlanta	80,700
18.	Boston	80,525
19.	New Brunswick-Perth Amboy-Sayerville	79,755
20.	Jacksonville, Florida	78,522

Nationwide, the survey found the median sales price for a house was $65,000, down from $72,000 in 1981. Despite this national trend, home prices in most Southern California urban areas have continued to rise. These data indicate that home buyers in the Los Angeles-Anaheim areas typically pay almost 75 percent more for housing than people elsewhere in the country, with San Francisco, Oakland, and San Diego not far behind. These high-cost cities, of course, are where major campuses of the University and State University were located in order to serve students in the State's metropolitan areas.

FIVE

COMMUNITY COLLEGE FACULTY SALARIES

In February 1979, the Legislative Analyst recommended in his Analysis of the Budget for 1979-80 that the Commission include information on Community College faculty salaries in its annual faculty salary reports. The Commission first responded to this recommendation in April 1979, when its final faculty salary report for 1979-80 included data on Community College salaries for 1977-78, although not for the then current year of 1978-79.

Commission staff proposed that the submission of Community College faculty salary data in subsequent years be formalized, and for this purpose the Legislature appropriated $15,000 to the Chancellor's Office of the Community Colleges -- the amount that the Chancellor indicated would be needed annually for the task. In August 1979, Commission staff outlined for the Chancellor the specific information desired (reproduced in Appendix F) and asked the Chancellor to adhere to a March 15 reporting date in subsequent years. In 1981-82, the Chancellor's Office initiated a computerized data collection system for this purpose, having compiled the data by hand prior to that year. In 1983, for various reasons, including a fire in the Chancellor's Office that had destroyed many of the computer programs and equipment needed to generate the 1982-83 report and difficulties in assuring accurate data from all 106 Community Colleges by the March 15 reporting date, Commission staff and the Chancellor's staff agreed to delay the 1984 deadline to April 15. The Chancellor's Office was able to meet this due date, and it appears likely to be able to do so in future years with reasonably high accuracy in the data.

This year's data resulted from the third annual use of the Community Colleges' computerized "Staff Data File". This file provides information on the number of full-time and part-time faculty employed by each district and their age, sex, ethnicity, teaching load, promotions, new hires, number of continuing faculty, salaries and stipends or bonuses. It is a complex document not only because of these many categories of data but also because the 70 districts vary widely in their administrative and salary policies. Each year, however, more "bugs" are removed from the program, and the data become more comprehensive and accurate; and this chapter summarizes both salary and non-salary data from it.

At the time data were collected for this year's Staff Data File last Fall, Community College funding for the 1983-84 fiscal year was unresolved. Consequently, 42 of the 70 districts were still in the process of negotiating faculty salaries. On April 1, the Chancellor's Office mailed a questionnaire to these 42 districts in order to update their salary data. As of that date, 28 of these districts were still engaged in negotiations.

FULL-TIME FACULTY

California's Community Colleges use the terminology of the elementary and secondary schools in describing faculty rather than that of the University or State University. That is, they distinguish between "contract" and "regular" full-time faculty, with contract faculty being those who are employed on a year-to-year probationary basis, similar to University and State University faculty who are still in their probationary years while "Regular" faculty are those who have gained tenure. Of the 16,235 contract and regular full-time faculty, 3.9 percent (640) were employed on a 11-12 month basis, 6.3 percent (1,022) were employed on an eight-month or less basis, while 89.8 percent (14,573) were employed on a 9-10 month basis.

Salary Schedules

Other Community College faculty practices that parallel those in the elementary and secondary schools are the infrequent categorization of faculty by rank, such as professor, associate professor, assistant professor, or instructor; and their payment on schedules that vary widely by district but that generally involve a combination of years of experience and academic credits. Stipends or bonuses above and beyond the schedule are paid for additional duties such as coaching, department chair, or other administrative duties, and for possession of an earned doctorate from an accredited institution.

Typically a salary schedule may include 12 to 15 salary steps within four to eight classes defined by academic preparation, such as "bachelor's degree," "master's degree," "master's plus 15 units," "master's plus 30 units," and "master's plus 45 units," with an added class for an earned doctorate. The 55 districts that take an earned doctorate into account in their salary schedule, current rewarded doctoral recipients by a yearly stipend ranging from $300 to $1,200 over scheduled salaries for the master's degree plus some specified number of academic units. The 15 other districts do not differentiate salaries for faculty with an earned doctorate from those for faculty member with a master's degree and 45 or some other specified number of additional academic credits.

A typical Community College District salary schedule -- that of Compton -- is shown in Table 11 on page 29.

Average Salaries

Figure 6 shows average faculty salaries in the Community Colleges, including stipends or bonuses, for full-time faculty from 1975-76 to 1983-84. Together with the percentage increase over each previous year. As can be seen, these increases have been relatively consistent from year to year, rising to a peak of 8.9 percent in 1979-80, when inflation reached its highest point in two decades (a 13.3 percent rise in the Consumer Price Index). In contrast, salary increases in the University and State University have fluctuated widely -- from a high of 14.5 percent in 1979-80 to a low of zero in 1978-79 and again in 1982-83.

TABLE 11 Compton Community College District Full-Time Faculty Salary Schedule, 1983-84

	Class[1]				
Step	I (B.A.)	II (M.A.)	III (M.A. +48)	IV (M.A. +66)	V (M.A. +84)
1	$15,698	$17,032	$18,366	$19,700	$21,034
2	16,514	17,848	19,182	20,516	21,850
3	17,330	18,664	19,998	21,332	22,666
4	18,146	19,480	20,814	22,148	23,482
5	18,962	20,296	21,630	22,964	24,298
6	19,778	21,112	22,446	23,780	25,114
7	20,594	21,928	23,262	24,596	25,930
8	21,410	22,744	24,078	25,412	26,746
9	22,226	23,560	24,894	26,228	27,562
10	23,042	24,376	25,710	27,044	28,378
11	23,858	25,192	26,526	27,860	29,194
12	24,674	26,008	27,342	28,676	30,010
12+15 year increase	25,490	26,824	28,158	29,492	30,826
12+20 year increase	26,306	27,640	28,974	30,308	31,642
12+25 year increase	27,122	28,456	29,790	31,124	32,458

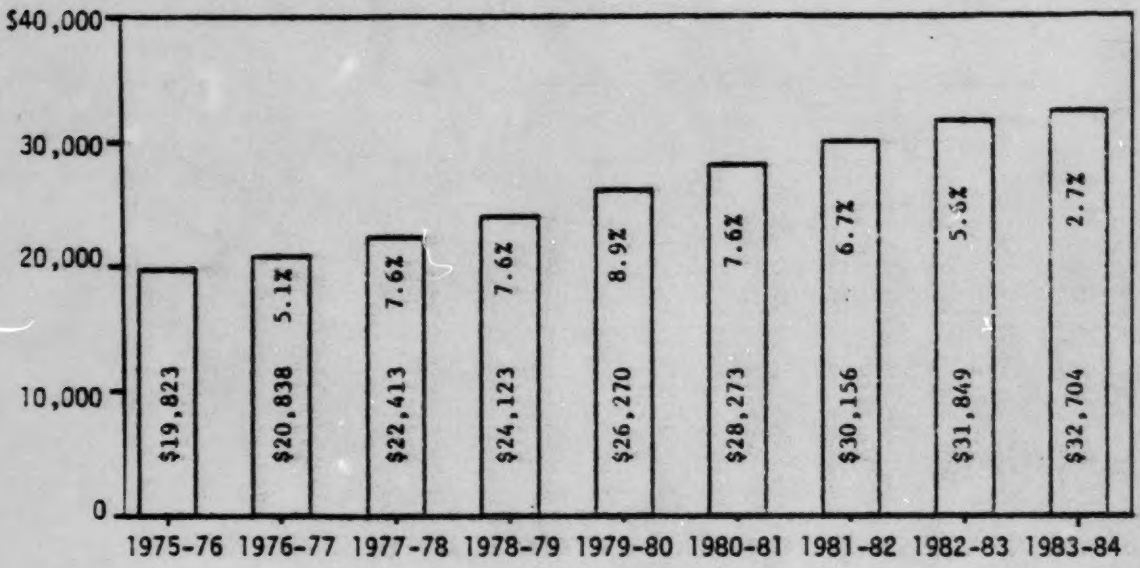
Note: A faculty member holding an earned doctoral degree from an accredited institution shall receive an additional yearly stipend of $1,000.00. This salary schedule utilizes a base of $15,698, a training differential of approximately 8.5 percent, and step increment of approximately 5.2 percent.

[1] CLASS I	Bachelor's Degree.
CLASS II	Master's Degree.
CLASS III	Master's Degree with a total of 48 units above the Bachelor's Degree.
CLASS IV	Master's Degree with a total of 66 units above the Bachelor's Degree.
CLASS V	Master's Degree with a total of 84 units above the Bachelor's Degree.

Source: Adapted from Staff Data File, Chancellor's Office, California Community Colleges.

The increase of 2.7 percent indicated in Figure 6 for Community College faculty salaries in 1983-84 over 1982-83 is most likely not a true indicator of this year's actual increase. As mentioned earlier, the Chancellor conducted a special survey on April 1, 1984, of the 42 districts that were still in negotiation last fall in order to provide the latest possible information available on 1983-84 salaries. The results of that survey are summarized in Table 12 on page 31 along with similar data for the two previous years.

FIGURE 6 Nine-Month and Twelve-Month Average Faculty Salaries, Including Stipends, California Community Colleges, 1975-76 Through 1983-84



Source: California Postsecondary Education Commission

Several facts stand out in this Table:

1. One Community College district had to negotiate a 5 percent decrease in average salaries in order to meet its financial commitments and remain in operation.

2. Twelve districts were unable to grant faculty salary increases beyond step or column advances for changes in experience or educational status.

3. During 1981-82 -- a stable year for funding the Community Colleges -- all districts had concluded salary negotiations by April 1. But in 1982-83, when the Legislature removed $30 million from the Community Colleges' budget and directed that certain avocational courses which were formerly state supported become self-supporting, two districts were still in contact negotiations on April 1, and 25 other districts were unable to grant any faculty salary increases. As of April 1, 1984, 28 districts were still engaged in contract negotiations as a result of the lack of resolution of the Community Colleges' budget until mid-year.

Nine of the 42 districts that have completed salary negotiations for 1983-84 have placed all or part of their salary increases in "off-schedule" adjustments, which means that all or part of these increases are for the current fiscal

TABLE 12 Salary Increases Granted to Full-Time Community College Faculty as of April 1, 1981-82, 1982-83, and 1983-84

Range of Salary Increase[1]	1981-82			1982-83			1983-84		
	No.	%	Cum %	No.	%	Cum %	No.	%	Cum %
- 5.0 - - 2.6	0	0.0	0.0	0	0.0	0.0	1	1.4	1.4
- 2.5 - - 0.1	0	0.0	0.0	0	0.0	0.0	0	0.0	1.4
0.0	7	9.7	9.7	25	34.7	34.7	12	16.7	18.1
+ 0.1 - + 2.4	0	0.0	9.7	5	6.9	41.6	8	11.1	29.2
+ 2.5 - + 4.9	6	8.3	18.0	16	22.2	63.8	11	15.3	44.5
+ 5.0 - + 7.4	32	44.5	62.5	14	19.5	83.3	7	9.7	54.2
+ 7.5 - + 9.9	20	27.8	90.3	6	8.3	91.6	3	4.1	58.3
+10.0 - +12.4	6	8.3	98.6	4	5.6	97.2	2	2.8	61.1
+12.5 - +14.9	1	1.4	100.0	0	0.0	97.2	0	0.0	61.1
Undecided[2]	0	0.0	100.0	2	2.8	100.0	28	38.9	100.0
Total[3]	72	100.0	100.0	72	100.0	100.0	72	100.0	100.0

1. Excludes step and column advances for changes in employee experience and educational status.
2. In negotiation as of April 1.
3. San Diego and San Francisco Community College Districts are each counted as two entries, since their Adult/Centers faculty are paid on a different basis from other faculty.

Source: Chancellor's Office, California Community Colleges.

year only and will not become a permanent element in the salary schedule until uncertainties of the 1984-85 budget are resolved.

These data point to the need for overcoming recent inadequacies in Community College funding if access and quality are to be preserved. As the Commission's Director noted in his special report to the Commission on April 30 regarding State support of California Community Colleges, "Community College funding is the most troublesome higher education budget issue facing California. The bitter dispute over student charges is resolved by recent legislation, but the level of College funding for 1984-85 remains uncertain. . .

In comparing faculty salary increases in California's three public systems of higher education from 1975-76 to 1982-83, despite the wide fluctuations of salary increases at the University and State University and the more stable yearly increases granted by Community Colleges, the overall seven-year increases were essentially equal -- 60.7 percent in the University, 61.1 percent in the State University, and 62.4 percent in the Community Colleges.

But, if one extends this comparison into 1983-84 and assumes that no salary increases will be granted by the 28 Community College districts that had not completed negotiations by April 1, the eight-year increases are considerably different -- 85 percent, 71 percent, and 65 percent, respectively.

Variation Among Districts in Average Faculty Salary

Community College Districts vary widely throughout the state in their average salary for full-time faculty. Table 13 shows the number and average salary of full-time faculty for the ten highest and ten lowest-paying districts.

Among the facts that emerge from Table 13, two are particularly striking:

- First, the salary difference between the highest and lowest paying district is substantial -- $10,505 or 37.2 percent.
- Second, most of the high-paying districts are located in suburban communities, while most of the low-paying districts are in rural communities. The notable exceptions are Peralta which, while primarily urban, includes Feather River College; and Compton.

Stipends

Forty-four Community College districts utilize stipends or salary augmentations for full-time faculty who, as noted earlier, carry added responsibilities, possess special qualifications such as an earned doctorate from an accredited college or university, or have taught for many years. According to the Staff Data File, 1,233 faculty members, or 7.5 percent of all full-time faculty, received stipends in 1983-84, with the mean amount being $1,293, down $99 from the 1982-83 mean of $1,392. The range and distribution of these stipends is shown in Table 14.

Workload

The normal teaching load for full-time faculty in the Community Colleges is 15 weekly contact hours, but approximately one-third of the faculty assumes overload assignments similar to those of faculty in the University or State University who teach extension or continuing education courses for extra pay. Overload instruction is paid on an hourly compensation rate. Only four districts -- Barstow, Compton, Hartnell, and Victor Valley -- do not engage faculty on an overload basis.

In Fall 1983, the average workload was 16.2 weekly faculty contact hours, excluding overload assignments. Ten districts fell slightly below the nominal 15 hours, while four districts averaged over 20 hours apart from overload instruction. Among the 32.2 percent of full-time faculty who taught overload they averaged 4.6 weekly faculty contact hours for which their mean hourly compensation was $26.09. These additional earnings added about 13.2 percent to the full-time salaries of those faculty members.

TABLE 13 Number and Average Salaries of Full-Time Faculty in the Ten Highest and Ten Lowest-Paying Community College Districts

District	Number of Full-Time Faculty	Mean Salary 1983-84
Ten Highest Paying Districts		
Sequoias	135	$ 38,750
Saddleback	237	37,697
El Camino	390	37,110
West Kern	25	36,786
San Joaquin Delta	235	35,579
San Jose	239	35,053
Mount. San Antonio	270	34,942
Cerritos	224	34,900
Mira Costa	87	34,549
Rio Hondo	190	34,406
Statewide Average	16,235	$ 32,704
Ten Lowest Paying Districts		
Gavilan	63	$ 29,230
Peralta	609	29,213
Antelop Valley	84	29,185
Lassen	27	29,098
Compton	78	29,091
Cabrillo	176	28,631
Lake Tahoe	18	28,429
Allen Hancock	144	28,401
Siskiyou	46	28,326
Napa	98	28,245

Source: California Postsecondary Education Commission Staff Analysis.

TABLE 14 Stipends Granted to Full-Time Community College Faculty in 1983-84

Amount Granted	Number Receiving Stipend	Total Stipends
$ 1 - $ 400	77	6.3
401 - 800	316	25.6
801 - 1,200	354	28.7
1,201 - 1,600	110	8.9
1,601 - 2,000	131	10.6
2,001 - 2,400	96	7.8
2,401 - 2,800	55	4.5
2,801 or more	94	7.6
Total	1233	100%

Source: Staff Data File, Chancellor's Office, California Community Colleges.

If anything is unusual about overload teaching in the California Community Colleges, it is that opportunities are limited. A national 1981 survey of extra annual income earned within faculty members' own institutions conducted by John Minter Associates for The Chronicle for Higher Education found that approximately two-thirds of the faculty in public and private 4-year institutions earned extra income from their own institution and that this income averaged 21 percent of their base salaries. Some extra income came from research or administrative assignments, but most stemmed from teaching summer session, evening classes, or other courses beyond the normal teaching load.

PART-TIME FACULTY

In the late 1970s, and particularly following passage of Proposition 13, the number of part-time faculty in California's Community Colleges increased rapidly, as college and district administrators sought flexibility in staffing to adjust to fluctuation in funding. By Fall 1980, 88.4 percent of the Community Colleges' newly hired faculty were part timers. The percentage of contact hours taught by part-time faculty increased from 30.5 in 1978-79 to 32.0 percent between 1978-79 and in 1980-81, while the percentage taught by full-time faculty without overloads decreased from 40.0 to 36.6 and that taught by faculty with overload assignments rose from 29.5 to 31.4 percent.

In general, greater use of part-time faculty provides institutions with greater flexibility in commitments to teaching personnel. Part-time faculty can frequently provide specialized professional expertise to a program that may not be available among full-time faculty. But because part-time faculty are less expensive to employ than full-time faculty, concerns have been expressed that their use will increase unabated, leading to the erosion of educational quality. Such concerns in the Legislature culminated in 1981 in passage of legislation that established limits on their use in the Community Colleges. AB 1626 (Chapter 103, Statutes of 1981) required that Community College districts not increase the proportion of contact hours taught by part-timers above the 1980-81 level during the 1981-82 and 1982-83 school years. The Legislature extended its limitation in SB 851 (Chapter 565, Statutes of 1983), through the 1986-87 academic year by requiring that until then Community College districts, not exceed their three-year average of weekly faculty contact hours by part-time instructors during 1980-81, 1981-82, and 1982-83. If any district exceeds this three-year average by more than 1 percent, it is required to submit a plan for compliance for the next academic year to the Board of Governors.

Because of such concerns, the Chancellor's Office and Commission staff developed Table 15 to demonstrate the proportion of workload carried by all full-and part-time Community College faculty for the three years identified in AB 851 and the current year. It will develop data for individual districts in compliance with AB 851 at the end of the 1983-84 academic year.

Table 15 indicates that the percentage of part-time faculty has decreased considerably from its 1980-81 level, dropping from 64.5 percent to 58.5 percent this year and that the percentage of weekly faculty contact hours

TABLE 15 *Number and Percent of Full-Time and Part-Time Community College Faculty and their Weekly Faculty Contact Hours Taught, 1980-81 Through 1983-84*

Item	1980-81	1981-82	1982-83	1983-84
Number of Faculty				
Full Time, No Overload	9,814	9,354	10,237	11,010
	(70)	(66)	(70)	(70)
Full Time, With Overload	6,260	5,659	5,514	5,225
	(70)	(66)	(70)	(70)
Part Time	29,255	26,513	24,450	22.847
	(70)	(66)	(70)	(70)
Total	45,329	41,526	40,211	39,082
Percentage of Faculty				
Full Time, No Overload	21.7%	22.5%	25.5%	28.2%
Full Time, With Overload	13.8	13.6	13.7	13.4
Part Time	64.5	63.9	60.8	58.5
Weekly Faculty Contact Hours				
Full Time, No Overload	248,186	257,874	255,360	244,762
	(65)	(70)	(70)	(70)
Full Time, Overload Only	23,391	28,391	25,402	24,110
	(65)	(70)	(70)	(70)
Part Time	127,815	150,339	125,923	116,749
	(65)	(70)	(70)	(70)
Total	399,392	436,604	406,685	385,621
Percentage of Weekly Faculty Contact Hours				
Full Time, No Overload	62.1%	59.1%	62.8%	63.5%
Full Time, Overload Only	5.9	6.5	6.2	6.3
Part Time	32.0	34.4	31.0	30.3

Note: Numbers in parentheses indicate the number of districts reporting. Numbers of faculty for 1980-81 are based on headcount estimates prepared by the Chancellor's Office for 100 percent of the Community Colleges. Contact hour totals for 1980-81 are those actually reported for 65 district. All figures are preliminary for each particular year, because they are based on fall submissions by the districts to the Staff Data File. Second semester figures may change these numbers, particularly for 1983-84, when colleges were awaiting resolution of student fee and funding issues.

Source: Staff Data Files, Chancellor's Office, California Community Colleges and California Postsecondary Education Commission staff analysis.

taught by part-time faculty reached its peak in 1981-82 and then has declined in both subsequent years until it is now 13.2 percent below its peak number. At the same time, the percentage that full-time faculty with no overload constitute of all faculty has increased substantially from 1980-81 to 1983-84 -- 21.7 percent to 28.2 percent -- while the percentage of full-time faculty carrying an overload for extra compensation has remained relatively stable. There has been a corresponding increase in weekly faculty contact hours taught by full-time faculty. Statewide trends for part-time faculty point in the direction desired by the Legislature.

Part-Time Faculty Compensation

In Fall 1983, the average hourly compensation rate per weekly faculty contact hour for part-time faculty was reported as $22.41, an increase of 67 cents, or 3 percent, above the previous year. This increase was somewhat greater than the 2.7 percent received by full-time faculty. Many districts that have not completed negotiations with full-time faculty expect their increase to be higher during the second semester of the 1983-84 academic year.

In last year's salary report, the Commission commented on the difference of nearly 260 percent between the amount paid full-time Community College faculty for regular assignments and that paid part-time faculty. Nonetheless, this difference is not inconsistent with those in the University, State University or institutions of higher education in general. A recent report on faculty trends nationally notes that part-time faculty are paid at a rate "often far below the per-course equivalent salary of full-time faculty, and their fringe benefits are limited or nonexistent" (Lee, 1983, p. 32).

In response to suggestions for prorating part-time faculty compensation, the American Association of University Professors has rejected the idea except where the qualifications and duties of part-time and full-time faculty are comparable except in terms of time (1981, p. 37):

> A policy of prorated compensation is often seen as an attempt to eliminate part-time faculty by making them as expensive to employ as are full-timers. This is not what we propose. We believe there should be the option of part-time employment for those who prefer it and, moreover, that only those whose qualifications and duties are comparable in every way except in amount of time to those of full-time faculty have a claim for pro rata compensation.

THE ISSUE OF "CRITICAL MASS"

Data compiled by the National Center for Education Statistics indicate that as of 1980 part-time faculty comprised 32 percent of the total teaching force in higher education. Approximately 20 percent of the teaching staff at research universities were part-time faculty, as were, 24 percent at four-year liberal arts colleges, and 51 percent in community colleges.

These data were heavily influenced by the high proportion (64 percent) of part-time faculty in California's Community Colleges in 1980.

As noted earlier, part-time faculty can often bring special expertise to an academic program. In California, the University of California and the California State University have increased their use of part-time faculty in certain disciplines because they have been unable to hire full-time faculty at existing salaries. In addition, business and industry have increased their contributions to universities by loaning them part-time faculty in hard-to-hire disciplines such as engineering and business administration in order to assist and enhance programs in these areas.

Nonetheless, extensive use of part-time faculty raises questions about the adequacy of a "critical mass" of full-time faculty to maintain program integrity. Generally, part-time faculty do not participate in student counseling, curriculum development, institutional governance, and seldom hold office hours or establish times for assisting individual students. Lack of these activities lead to the exploitation of the full-time faculty which contributes to poor morale and adversely affects the quality of education. Over dependence on part-time faculty inevitably injures not only part-time faculty, but their full-time colleagues and, most of all, the students.

The Legislature has thus rightly expressed concern about California Community Colleges employing greater proportions of part-time faculty.

Although 58.2 percent, of California Community College faculty are employed part-time, in two districts -- Lassen and Mendocino -- part-time faculty constitute 78 and 80 percent, respectively, of the total teaching staff and teach nearly 50 percent of the weekly faculty contact hours. In six other districts between 70 to 75 percent of the total faculty are part-timers; in 28 districts their percentage ranges in the 60s, and in 26 others it ranges in the 50s. Only 10 districts employ less than 50 percent part-time faculty, with Peralta the lowest at 28 percent followed by Yosemite at 39 percent. (As noted in Table 12, the Staff Data File separates San Diego Adult and San Francisco Centers because of functional differences from the rest of their districts, resulting in a total of 72.)

Accrediting bodies, especially those for specialized subject areas, use various ratios to express the desired balance between full-time and part-time faculty in a healthy academic institution. Regional accrediting commissions generally recognize a ratio in less restrictive terms. For example, the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges includes as Standard 5.B.5 in its accreditation handbook:

> Sufficient faculty are employed full-time at the institution to provide advisement, academic planning, curriculum development, and institutional governance, as well as instruction. If half of the faculty or fewer are full-time, the institution has the responsibility to demonstrate the faculty perform these functions adequately.

And Standard 3C.3 of the Accrediting Commission for Community and Junior Colleges calls for:

> Sufficient staff employed full-time at the institution to provide instruction, student services, educational planning and curriculum development, and to participate in institutional governance.

It is difficult, of course, to judge what proportion of a curriculum can be taught by part-time faculty without eroding academic standards, but the fact that most Community College districts in California employ 50 percent or more of their faculty on a part-time basis raises questions about the long-term maintenance of standards. By continuing the funding of Community Colleges by a flat amount per unit of ADA regardless of the status of instructors, SB 851 tends to keep the number of part-time faculty at high levels. This is so because districts receive no additional funds for hiring full-time instructors but incur considerably higher instructional costs. A critical mass of full-time faculty in each discipline at each college is essential to quality education in California.

SIX

MEDICAL SCHOOL SALARIES

This is the sixth year that the University of California has forwarded information on medical faculty salaries to the Commission, in response to Item 322 of the 1978 Conference Committee's Supplemental Report on the Budget Bill:

> The University of California shall report to the California Postsecondary Education Commission annually on (1) its full-time clinical faculty salaries and those of its comparison institutions (including a description of the type of compensation plans utilized by each UC school and each comparison institution), and (2) the number of compensation plan exceptions in effect at each UC school.

In 1979, the University selected eight comparison medical schools -- the Upstate Medical School of the State University of New York (SUNY), and the medical schools of Stanford, Yale, and the Universities of Chicago, Illinois, Michigan, Texas (Houston) and Wisconsin -- five of which are also on the University's comparison list for regular faculty.

For the past three years, the Upstate Medical School of SUNY has declined to participate. By mutual agreement between the University and Commission staff, data on the medical school of the University of North Carolina-Chapel Hill has been used in the comparison data of this report in lieu of that from the SUNY school.

THE UNIVERSITY'S UNIFORM MEDICAL SCHOOL CLINICAL COMPENSATION PLAN

In 1977, the Association of American Medical Colleges issued its report, An In-Depth Study of Seven Medical Practice Plans, which examined the medical practice plans of the 112 fully accredited medical schools in the United States. After reviewing that report, the Regents of the University of California adopted for implementation in 1978 a Uniform Medical School Clinical Compensation Plan. The three key features of this plan are:

1. The eleven-month regular faculty salary scale approved by the Regents for each faculty rank forms the base salary for all medical school ladder rank faculty. There is no differential in the base salary between medical school and general campus faculty.

2. Arrangements for compensation in addition to the base salary are limited to three types:

   Negotiated Income: This is an amount of additional compensation determined by a department or school that a clinician can earn via contribution of income from patient care (and certain other specified income sources) to a group or pooled income system. There is an absolute ceiling on this amount, as discussed below;

Income Limitation Arrangements: These are arrangements whereby the faculty member may retain, subject to assessments, income derived directly from patient-care activities. Assessments are progressive and reach nearly a confiscatory level at approximately three times the faculty member's base salary; and

Combination Plans: These are arrangements whereby faculty members share a predetermined portion of a pooled amount and are allowed to retain individual earnings that amount up to a maximum ceiling.

3. Membership in the plan is mandatory for all clinical faculty with patient-care responsibilities who hold an appointment at 50 percent or more time, and all income from professional services performed by these faculty is subject to the terms of the plan.

SALARY SURVEY AND COMPARISON

Comparing of salaries among medical schools involves problems that do not occur in comparing faculty salaries on general campuses. Overall salary averages for a given professorial rank on general campuses provide a good reflection of what individual faculty are paid at that rank. In medical schools, however, great variations exist in individual salaries, and an overall salary average is unreliable. For this reason, overall salary averages are not used for comparison. Instead, this report presents salaries for three clinical specialties commonly found in schools of medicine -- (1) surgery, which typically is at a high level of compensation, (2) medicine, which is typically at mid-level compensation, and (3) pediatrics, which is generally at a low level of compensation. Grouped within these three specialty categories are the following subspecialties:

Surgery	Medicine	Pediatrics
General Surgery	General	All, including Pediatric Cardiology
Thoracic	Cardiology	
Cardio-Vascular	Endocrinology	
E.N.T.	Gastroenterology	
Urology	Hematology	
Neurosurgery	Hepatology	
Orthopedics	Infectious Disease	
Plastic	Nephrology	
	Rheumatology	
	Pulmonary	

Table 16 compares 1983-84 average medical faculty salaries at the University and its eight comparison institutions for these three specialties.

TABLE 16 Average Medical Faculty Salaries at the University of California and its Eight Comparison Institutions, 1983-84

	Comparison Eight				Univ. of California	
	Range of Averages	Average	Standard Deviation	Average Yearly Increase Over Past Four Years	Average	Average Yearly Increase Over Past Four Years
Surgery						
Professor	$117,193-$150,793	$134,876	$13,559	11.1%	$146,972	10.6%
Associate Professor	66,738- 131,929	105,596	19,633	10.5	106,322	10.7
Assistant Professor	60,397- 94,894	83,691	10,415	8.2	86,600	8.3
Medicine						
Professor	75,058- 108,300	92,277	11,734	8.5	96,153	9.2
Associate Professor	62,519- 91,158	72,559	9,074	7.2	70,993	5.9
Assistant Professor	46,743- 81,967	58,153	9,876	7.3	58,832	6.3
Pediatrics						
Professor	69,301- 109,800	84,527	12,198	8.1	88,661	7.7
Associate Professor	53,400- 80,200	65,522	7,354	7.2	67,541	5.6
Assistant Professor	44,017- 59,500	52,168	5,189	6.8	52,767	6.8

Source: University of California survey and California Postsecondary Education Commission staff calculations.

Because of the wide variation in individual and institutional average salaries, the University holds that if its average salary for any specialty is within one standard deviation from the comparison group average, this salary can be considered as statistically not different from that of the comparison group as a whole. (If the distribution of salaries approximates the form of a normal curve, roughly two-thirds of the salaries will lie within one standard deviation of the mean.) For 1983-84, all three University of California averages are within one standard deviation of the comparison institution average, but that of professors of surgery is approaching the upper boundary of this deviation.

Table 17 shows the ranking of University medical faculty salaries with respect to its comparison institutions over the past five years. The 1983-84 data place the University at the lower middle of all nine institutions -- a position lower than 1979-80 and 1980-81 but somewhat improved over 1982-83.

TABLE 17 Ranking of University of California Medical Faculty Salaries Among All Institutions Compared for the Faculty Salary Reports, 1979-80 to 1983-84

Rank and Speciality	1979-80	1980-81	1981-82	1982-83	1983-84
Surgery					
Professor	2	3	2	4	3
Associate Professor	4	3	4	5	5
Assistant Professor	5	5	5	4	5
Medicine					
Professor	2	3	3	4	4
Associate Professor	2	4	4	6	5
Assistant Professor	2	2	4	4	2
Pediatrics					
Professor	3	1	2	3	4
Associate Professor	3	2	2	4	3
Assistant Professor	2	4	3	6	6

Note: The medical school of the University of North Carolina-Chapel Hill has been used in the 1983-84 comparison group, replacing the Upstate Medical School of the State University of New York. In 1979-81 and 1983-84, the comparison group was comprised of eight institutions, although not the same eight, but between 1980-81 and 1982-83, only seven institutions were included.

Source: University of California survey.

In conclusion, medical faculty salaries at the University are representative of, and competitive with, salaries at its comparison institutions. The University believes that its Clinical Compensation Plan is working satisfactorily, and therefore it does not intend to alter the compensation plan at this time, although it is aware that the faculty at the Davis medical school, which is highly dependent on Medi-Cal and Medicare patients, has expressed its dissatisfaction with this plan.

SEVEN

SELECTED ADMNISTRATIVE SALARIES AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE UNIVERSITY, 1983-84

During the 1981 Legislative Session, the Budget Conference Committee adopted the following supplemental language to the Budget Bill:

> It is the intent of the Legislature that the California Postsecondary Education Commission include in its annual report on faculty salaries and fringe benefits comparative information on salaries of administrators within the University of California and the California State University.

The Commission's last two annual reports on faculty salaries have responded to this request.

The first of these reports compared salaries for 25 administrative positions at the University of California to those of a corresponding group of ten comparison institutions (the comparison eight, plus the University of Missouri and the University of Texas) and to those of four groups of public universities surveyed by the College and University Personnel Association (CUPA): (1) enrolling between 5,000 and 9,999 students; (2) those between 10,000 and 19,999; (3) those with 20,000 or more; and (4) another group of 273 institutions which CUPA classifies as "public universities". That report compared administrative salaries for 24 positions in the State University with those in its faculty comparison group of 20 institutions, and to five groups of "public universities" surveyed by CUPA: the four noted above, plus the group enrolling less than 5,000 students.

In that report, the Commission noted that average salaries for the various administrative positions examined by CUPA increased with institutional size. It observed that although all University of California campuses employ the same salary schedule for administrators, the University appeared to take institutional size and complexity in to account in setting individual administrators' salaries. In contrast, the rigid uniform salary schedule of the State University negated any recognition of size of campus, in that salaries were largely a function of the salary schedule for the position and the length of time an individual had occupied a specified position.

The Commission's second report reduced the number of administrative positions selected for comparison in both segments to 20 and discontinued the use of CUPA's various size groups except for that of 54 public universities enrolling 20,000 or more students. These actions were prompted by a lack of strict comparability between the defined responsibilities of administrative positions surveyed by CUPA and those in the University or State University, and noncomparability of CUPA's categories of institutions to other reference sources such as the American Association of University Professors.

The report concluded that greater weight should be given to data from the regular comparison institutions than to the CUPA data. Despite the utility of the positional descriptions adopted by CUPA, which are in general use throughout the country and which have made comparisons for specific positions far easier, CUPA's categories of institutions are too broad to be comparable with the campuses of the University and State University. (For example, CUPA's category of "universities" contains two-year colleges, systemwide offices, colleges that award only the bachelor's degree, and some coordinating agencies.)

UNIVERSITY OF CALIFORNIA

The University has provided the Commission with the information in Table 18 on administrative salaries at the University and ten comparison universities for 1983-84. This information is incompatible with that of the past two

TABLE 18 Selected Administrative Salaries at the University of California and Ten Comparison Institutions, 1983-84

	Administrative Title	University of California[1]	Ten Institutions[2]
2.0	Chief Executive Officer/ Single Institution	$95,000	$111,800
4.0	Chief Academic	76,000	86,700
5.0	Chief Business Officer	76,000	82,600
6.0	Chief Student Affairs Officer	68,000	69,000
7.0	Chief Development Officer	70,000	83,100
10.0	Chief Personnel/Human Resources Officer	55,000	60,900
12.0	Chief Budgeting Officer	69,000	62,900
17.0	Director, Library Services	67,000	68,300
18.0	Director, Computer Center	61,000	67,200
27.0	Comptroller	56,000	63,100
32.0	Chief Physical Plant/Facilities	60,000	63,700
34.0	Director, Purchasing	49,000	44,300
37.0	Director, Information Systems	56,000	60,800
40.0	Director, Admissions	53,000	50,900
43.0	Director, Student Financial Aid	47,000	43,000

1. University of California average computed from salary rates at the Berkeley and Los Angeles campuses only.
2. The ten institutions are the California Institute of Technology, Cornell University, Harvard University, the Massachusetts Institute of Technology, Stanford University, and the Universities of Illinois (Urbana-Champaign), Michigan (Ann Arbor), Minnesota (Twin Cities), and Wisconsin (Madison).

Source: University of California survey.

years in three ways: (1) the University unilaterally deleted the State University of New York, the University of Missouri, and Yale University from its comparison group and substituted the California Institute of Technology, the Massachusetts Institute of Technology, and the University of Minnesota for them; (2) it deleted ten positions from the originally-agreed on list of 20 and added five new positions that had not been considered before; and (3) it computed its average salaries from those salary rates at only Berkeley and Los Angeles campuses. (Correspondence about these data are included in Appendix G.)

As a result, the Commission is unable to report on trends in salaries for the 20 administrative positions discussed in its previous two reports.

THE CALIFORNIA STATE UNIVERSITY

The State University supplied data on the same 20 administrative positions used in previous reports, although comparable data were not available from its comparison institutions on the position of Dean of Undergraduate Studies. The State University uses this title on five campuses, as does the University of California and all ten of its former comparison institutions, but the comparison institutions of the State University do not, and CUPA does not include the position in its data on public universities.

Table 19 shows average salaries for the 20 administrative positions in the State University and for 19 in its comparison institutions as well as the number of "filled" positions within each group. Table 20 compares these salaries in the State University to those reported by CUPA for 52 public institutions enrolling 20,000 or more students. Trends over the past three years in these data appear in Table 21.

Salaries for all of the administrative positions compared in these tables are for 12 months of service.

Effective January 1, 1984, the Trustees granted salary increases of 6 percent -- the same as for faculty -- for 18 of the 20 positions: all except the chief executive officers of the system and single campuses (Chancellor and Presidents). However, the real 1983-84 average salaries for these 18 positions are 3 percent below the amount used for these comparisons. As with faculty salaries discussed earlier in this report, all calculations and comments are based on amounts after January 1, because these amounts serve as the salary base for the 1984-85 budget. The Chancellor and Presidents were granted unusually large salary increases of 22.5 percent and 15 percent, respectively, effective January 1, 1984, as a first step toward implementation of the State University's new Management Personnel Plan.

For the first six months of the 1983-84 fiscal year, the Chancellor's salary was higher than salaries for other chief executives of systems in the comparison group by 4.9 percent and was lower than that reported in the CUPA survey by 8.0 percent. After January 1, 1984 the Chancellor's salary moved to 28.5 percent above the comparison group and 12.6 percent above the CUPA group. However, as Table 19 indicates, three of the 18 comparison group institutions reported the salary of their systemwide executive officers.

As a result, questions exist about the comparability of these data on chief executive officers. During the forthcoming review of issues regarding these salary reports, this issue will be considered.

Table 19 indicates that the average salary for campus presidents in the State University continues to lead that of presidents in the 18 public institutions in the State University's comparison group, but Table 20 shows that it has been brought only to virtual equality with the average for campus presidents in CUPA's 52 public institutions enrolling 20,000 or more students. These salary comparisons for presidents do not, however, include total compensation. University presidents are often provided allowances such as housing, automobiles, travel, entertainment, housekeepers, groundskeepers, increased insurance, and other enhanced benefits that normally do not apply to other campus administrators. Not knowing these allowances for comparison institutions prevents meaningful comparisons of presidential compensation.

All three tables reveal that State University salaries for chief academic officers, academic deans, business officers, budget officers, and directors of personnel would need to be increased by anywhere from 10 percent to 60 percent to bring them up to parity or equality with the average salary paid their counterparts, depending on the comparison group. Table 21 shows that this disparity is increasing, even without taking into account the fact that the State University salaries used in these comparisons are overstated and that its real salaries for 1983-84 are 3 percent below the amounts shown here.

*TABLE 19 Selected Administrative Salaries at the California State University and its Eighteen Public Comparison Institutions, 1983-84**

Administrative Title	Comparison Institutions		California State University			Percent Change Needed to Bring CSU to Parity
	Number Reported	Average Salary	Number Reported	Salary Prior to 1/1/84	Salary After 1/1/84	
Chief Executive Officer System	3	$76,269	1	$80,000	$98,004	-22.1%
Chief Executive Officer Single Campus	18	73,743	17	69,680	80,132	- 8.0
Chief Academic Officer	18	64,113	18	54,440	57,706	+11.1
Chief Business Officer	15	60,445	18	47,354	50,195	+20.4
Dean of Agriculture	4	60,445	3	48,072	50,956	+18.6
Dean of Arts and Sciences	16	58,514	14	48,072	50,956	+14.8
Dean of Business	16	58,429	17	48,421	51,326	+13.8
Dean of Education	17	56,556	14	47,166	49,996	+13.1
Dean of Engineering	10	64,094	8	47,793	50,661	+26.5
Dean of Graduate Studies	17	55,297	7	47,753	50,618	+ 9.2
Dean of Undergraduate Studies	--	--	5	48,072	50,956	--
Director of Library	17	50,599	14	47,441	50,287	+ 0.6
Director of Institutional Research	11	44,127	11	44,748	47,433	- 7.0
Director of Athletics	14	46,907	14	41,571	44,065	+ 6.4
Director of Personnel	18	42,379	15	35,327	37,447	+13.2
Director of Physical Plant	17	46,472	17	37,631	39,889	+16.5
Director of Computer Services	13	54,018	13	45,736	48,480	+11.4
Chief Budget Officer	12	52,201	13	37,721	39,984	+30.6
Director of Campus Security	17	36,571	15	35,874	38,026	- 3.8
Director of Financial Aid	16	35,630	15	36,854	39,065	- 8.8

*Private institutions did not respond.

Source: California State University and California Postsecondary Education Commission staff analysis.

TABLE 20 Selected Administrative Salaries of the California State University and the Medians for 52 Public Institutions Enrolling 20,000 or More Students, 1983-84

Administrative Title	Median for 52 Public Institutions	California State University After 1/1/84	Percent Change Nedded to Bring CSU to Parity
Chief Executive Officer System	$87,000	$98,004	-11.2%
Chief Executive Officer Single Campus	80,496	80,132	+ 0.5
Chief Academic Officer	71,000	57,706	+23.0
Chief Business Officer	65,010	50,195	+29.5
Dean of Agriculture	66,000	50,956	+29.5
Dean of Arts and Sciences	65,200	50,956	+28.0
Dean of Business	67,000	51,326	+30.5
Dean of Education	59,252	49,996	+18.5
Dean of Engineering	69,900	50,661	+38.0
Dean of Graduate Studies	63,237	50,618	+24.9
Dean of Undergraduate Studies	NA	50,956	--
Director of Library	56,000	50,287	+11.4
Director of Institutional Research	41,000	47,433	-13.6
Director of Athletics	60,000	44,065	+36.2
Director of Personnel	46,000	37,447	+22.8
Director of Physical Plant	52,500	39,889	+31.6
Director of Computer Services	51,725	48,480	+ 6.7
Chief Budget Officer	65,010	39,984	+62.6
Director of Campus Security	41,500	38,026	+ 9.1
Director of Financial Aid	38,500	39,065	- 1.4

Source: California State University and California Postsecondary Education Commission staff analysis.

TABLE 21 Percent Changes Needed to Bring California State University Administrative Salaries to Parity with Its Comparison Institutions and with CUPA's Public Institutions Enrolling 20,000 or More Students, 1980-81, 1982-83, and 1983-84

Administrative Title	Comparison Institutions			CUPA's Public Institutions with 20,000 or more Students		
	1980-81	1982-83	1983-84	1980-81	1982-83	1983-84
Chief Executive Officer System	-19.5%	- 2.3%	-22.1%	-14.1%	+ 0.4%	-11.2%
Chief Executive Officer Single Campus	- 5.8	- 4.2	- 8.0	+ 3.9	+ 9.2	+ 0.5
Chief Academic Officer	+ 8.4	+15.5	+11.1	+13.0	+30.0	+23.0
Chief Business Officer	+14.0	+19.7	+20.4	+19.1	+29.3	+29.5
Dean of Agriculture	+10.0	+22.7	+18.6	+20.2	+34.1	+29.5
Dean of Arts and Sciences	+12.3	+14.0	+14.8	+14.0	+ 9.8	+28.0
Dean of Business	+ 9.3	+18.5	+13.8	+17.0	+32.7	+30.5
Dean of Education	+12.0	+14.1	+13.1	+ 9.3	+21.2	+18.5
Dean of Engineering	+ 8.7	+28.2	+26.5	+21.3	+38.3	+38.0
Dean of Graduate Studies	+12.5	+14.5	+ 9.2	+17.1	+27.3	+24.9
Dean of Undergraduate Studies	- 1.7	--	--	+ 2.0	--	--
Director of Library	+ 1.1	+ 3.3	+ 0.6	+ 8.2	+13.5	+11.4
Director of Institutional Research	- 1.5	- 9.2	- 7.0	- 9.6	-14.4	-13.6
Director of Athletics	- 5.9	+11.0	+ 6.4	+29.5	+41.0	+36.2
Director of Personnel	+11.4	+10.5	+13.2	+14.6	+24.3	+22.8
Director of Physical Plant	+ 7.3	+13.9	+16.5	+10.3	+21.5	+31.6
Director of Computer Services	NA	- 1.5	+11.4	NA	+13.4	+ 6.7
Chief Budget Officer	+ 9.0	+27.1	+30.6	+12.5	+27.1	+62.6
Director of Campus Security	-16.8	-16.7	- 3.8	- 3.3	+ 2.5	+ 9.1
Director of Financial Aid	-14.2	-10.8	- 8.8	- 8.2	+ 1.8	- 1.4

Source: California Postsecondary Education Commission staff analysis.

APPENDIX A

Senate Concurrent Resolution 51, 1965 General Session, Relative to Academic Salaries and Welfare Benefits

WHEREAS, The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education; and

WHEREAS, The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult; and

WHEREAS, The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee; and

WHEREAS, The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve cost implications to the state now, therefore, be it

Resolved by the Senate of the State of California, the Assembly thereof concurring, That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965.

House Resolution No. 250, 1964 First Extraordinary Session, Relative to the Economic Welfare of the Faculties of the California Public Institutions of Higher Education

WHEREAS, The Master Plan for Public Higher Education strongly recommended that every effort be made to ensure that the institutions of higher education in California maintain or improve their position in the intense competition for the highest quality of faculty members; and

WHEREAS, The Coordinating Council for Higher Education in its annual report to the Governor and the Legislature regarding level of support for the California State Colleges and the University of California recommended that funds should be provided to permit at least an additional 5 percent increase in academic salaries for the California State Colleges and the University of California; and

WHEREAS, The Trustees of the California State Colleges in their annual report to the Legislature declared that the California State Colleges are falling far behind in the face of this competition and that by 1964-65 faculty salaries will be lagging 14 to 18 percent behind those of comparable institutions; and

WHEREAS, Greatly increasing enrollments in institutions of higher education in California during the next decade will cause a demand for qualified faculty members which cannot possibly be met unless such institutions have a recruitment climate which will compare favorably with other colleges, universities, business institutions, industry, and other levels of government; and

WHEREAS, California has achieved an enviable momentum in business and industrial development, a momentum now threatened by lagging faculty salaries so that failure to maintain adequate salary scales for faculty members in California institutions of higher education would be false economy; and

WHEREAS, There have been widespread reports from the State College and University campuses that higher salaries elsewhere are attracting some of the best faculty members from the California institutions of higher education, and if such academic emigration gains momentum because of inadequate salaries, the effect will disrupt the educational processes and result in slower economic growth, followed by lower tax revenues; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The Legislature has a continuing interest in the difficult and pressing problems faced by the California institutions of higher education in attracting and maintaining outstanding faculty members in a period of stiff competition and rapid growth; and

WHEREAS, The State's investment in superior teaching talent has been reflected in California's phenomenal economic growth and has shown California taxpayers to be the wisest of public investors, but unless the superiority in faculty quality is maintained, the contributions by the California institutions of higher education to the continued economic and cultural development of California may be seriously threatened; now, therefore, be it

RESOLVED BY THE ASSEMBLY OF THE STATE OF CALIFORNIA, That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session.

A RECOMMENDED METHOD FOR REPORTING TO THE LEGISLATURE ON FACULTY SALARIES AND OTHER BENEFITS AT THE UNIVERSITY OF CALIFORNIA AND THE CALIFORNIA STATE COLLEGES

(Pursuant to HR 250, 1964 First Extraordinary Session)

Prepared by the
Office of the Legislative Analyst
State of California

January 4, 1965

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INTRODUCTION

The purpose of this staff report is to recommend a method for reporting to the Legislature on salaries, fringe benefits and other special economic benefits for faculties of the University of California and the California State Colleges. This report has been prepared by the Joint Legislative Budget Committee in response to House Resolution 250 (1964 First Extraordinary Session, Appendix 1)[1] which resolved:

> "That the Assembly Committee on Rules is directed to request the Joint Legislative Budget Committee to study the subject of salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education, and ways and means of improving such salaries and benefits in order that such California institutions of higher education may be able to compete for the talent necessary to provide the highest quality of education, and to request such committee to report its findings and recommendations to the Legislature not later than the fifth legislative day of the 1965 Regular Session."

Staff of the Joint Legislative Budget Committee initiated its study by seeking information which would reflect the magnitude of California's long-range and immediate problems regarding the need to recruit and retain an adequate number of high quality faculty. While reviewing past reports presented to the Legislature as justification for salary increase recommendations by the Coordinating Council for Higher Education, the University of California and the California State Colleges, it became apparent that the first step in trying to improve faculty salaries and other benefits is to furnish the Legislature with comprehensive and consistent data which identify the nature and level of competitive benefits. The costs associated with recommendations, rated according to priority, should be included in proposals by the segments in order to aid the Legislature in determining how much to appropriate and the benefits which an appropriation will buy.

There has existed in the past a difference between what the institutions have recommended as the need for salary and benefit increases and what has finally been appropriated by the Legislature. There are two principal reasons for this difference which at times may be closely related: (1) The Legislature may disagree with what is proposed as to need, or (2) there may not be enough funds to meet the need because of higher priorities in other areas of the budget.

These needs are very complex and, for example, include such factors as:

1. Disagreement with conclusions drawn from data submitted in justification of recommendations;
2. Lack of confidence in the quantity, quality, or type of data;
3. The failure of advocates to make points which are concise and clearly understandable;
4. The submission of conflicting data by legislative staff or the Department of Finance.

After careful consideration, it was determined that a special report should be made to the Budget Committee containing recommendations as to the kind of data the Legislature should be furnished for the purpose of considering salary and other benefit increases.

On August 5, 1964 a letter (Appendix 2) was sent from the Legislative Analyst to the Coordinating Council for Higher Education, the University of California, the California State Colleges, the Department of Finance and various faculty organizations informing them that the Joint Legislative Budget Committee was planning to hold a public hearing in connection with HR 250 and asking for replies to a series of questions designed to gather background information about salary and fringe benefits data (Appendix 3, Copies of Replies Received). The primary purpose of the hearing was to provide the University of California, the California State Colleges and interested groups the opportunity to indicate the basis on which salary and fringe benefits should be reported to the Legislature, including the kind of data to be compiled and who should compile and publish it (Appendix 4, Copies of Prepared Testimony Filed with the Joint Legislative Budget Committee at the October 15, 1964 Hearing). The contents of most of the prepared statements discussed problems and in some instances recommendations relating to faculty salaries and other benefits rather than the primary purpose of the hearing, but the testimony did serve to identify areas of concern. The hearing also established legislative interest in the subjects of faculty workload and sources of supplementary income.

The review of past faculty salary reports, the replies to the Legislative Analyst's letter of August 5, 1964, the oral and prepared statements received at the October 15, 1964 hearing of the Joint Legislative Budget Committee and other sources have revealed significant findings and permitted the development of recommendations concerning the type of information and method of presentation that should be included in future faculty salary reports prepared for the Legislature.

BACKGROUND

Current procedures for review of faculty salary and other benefit increase proposals, starting with the presentation of recommendations by state colleges and University of California administrative officials to their respective governing boards, appear generally to be adequate, with minor reservations. The State College Trustees and the Regents of the University of California generally formulate their own proposals in December and forward them to the State Department of Finance for budget consideration. Concurrently the Coordinating Council for Higher Education also makes a report with recommendations which is made available to the State Department of Finance. The Governor and the Department of Finance consider these salary increase proposals in relation to the availability of funds and their own analysis of faculty salary needs and decide how much of an increase, if any, to include in the Governor's Budget. The Legislative Analyst in the *Analysis of the Budget Bill* provides analysis and recommendations as to the Governor's budget proposal.

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[1] Appendices deleted.

When appropriate legislative committees hear the budget request for faculty salary increases they may be confronted with several recommendations from various sources. Their first responsibility is to consider the Governor's recommendations in the Budget Bill. However, the University and the California State Colleges generally request the opportunity to present their own recommendations, which frequently differ from the Governor's proposal. Also, the Coordinating Council for Higher Education presents its recommendations. Various faculty organizations may desire to make independent proposals. The Legislature has been cooperative in providing all interested parties the opportunity to present their views, but these presentations have been marked by extreme variations in recommendations and in the data which support the requests.

WHO SHOULD PREPARE FACULTY SALARY REPORTS

There appears to be some difference of opinion concerning the purpose of faculty salary reports and recommendations prepared by the Coordinating Council for Higher Education. The University of California and the California State Colleges contend that they should make direct recommendations to the Governor and the Legislature and that Coordinating Council recommendations should be regarded as independent comments. Conversely, the Department of Finance and the Coordinating Council for Higher Education believe that salary reports and recommendations of the Coordinating Council should be the primary report submitted to the Department of Finance and the Governor to consider in preparing budget recommendations. The Department of Finance states that such a report should be regarded as similar in status to the annual salary report relating to civil service salaries prepared by the State Personnel Board for the Governor and the Legislature. It is our opinion that the Legislature should give specific and primary consideration to the recommendations in the Governor's Budget and to the annual faculty salary report of the Coordinating Council for Higher Education. However, any separate recommendations of the University of California and the California State Colleges should also be considered.

WHAT FACULTY SALARY REPORTS SHOULD CONTAIN

We do not believe that reporting required of the University, the California State Colleges, and the Coordinating Council for Higher Education should limit the right of these agencies to emphasize specific points in supporting their own recommendations. However, the Legislature should take steps to establish a consistent basis upon which it will receive comprehensive information about faculty salaries, other benefits, and related subjects from year to year. After careful consideration of the statistical and other grounds presented in support of salary and other benefit increase proposals in the past, we recommend that basic data be included in faculty salary reports to the Legislature in a consistent form in the following areas:

A. Faculty Data
B. Salary Data
C. Fringe Benefits
D. Total Compensation
E. Special Privileges and Benefits
F. Supplementary Income

Since it is necessary for staff of the executive and legislative branches of government to analyze recommendations prior to the commencement of a legislative session, all reports and recommendations should be completed by December 1 of each year.

A. Faculty Data

1. Findings
    a. Informative data about the size, composition, retention, and recruitment of California State College faculty has been presented to the Legislature from time to time, but usually it has been so selective that it lacks objectivity and has been inconsistent from year to year.
    b. Superior faculty performance has not been demonstrated as a reason to justify past requests for superior salaries.
2. Recommendations

    The following data should be compiled and presented annually on a consistent basis. Definitions of what constitutes faculty are left to the discretion of the University and the state colleges but should be clearly defined in any report. Additional data may be included in any given year to emphasize special problems, but such data should supplement not replace the basic information recommended below. Graphs should be used when practical, accompanied by supporting tables in an appendix. Recommended faculty data includes:

a. The number of faculty, by rank and the increase over the previous five years to reflect institutional growth.

b. Current faculty composition expressed in meaningful terms, including but not limited to the percentage of the faculty who have PhD's.

c. Student-faculty ratios as a means of expressing performance.

d. Data relating to all new full-time faculty for the current academic year including the number hired, source of employment, their rank and highest degree held. Existing vacancies should also be noted. Pertinent historical trends in these data should be analyzed. We do not believe that subjective and incomplete data estimating reasons for turning down offers, such as has been presented in the past, serves any useful purpose.

e. Faculty turnover rates comparing the number of separations to total faculty according to the following suggested categories; death or retirement, to research or graduate work, intra-institutional transfers, other college or University teaching, business and government, other.

3. Comments

The first three recommendations above are designed to reflect faculty size, composition, rate of growth, and workload. The inclusion of consistent data from year to year will facilitate trend analysis as it relates to the institutions involved and, when possible, to comparable institutions. The purpose of including data on new faculty and faculty turnover is to provide a quantitative base for discussions of problems relating to faculty recruitment and retention. It may also be beneficial to include some basic statistics about the available supply of faculty to see what proportion of the market, new PhD's for example, California institutions hire every year.

B. Salary Data

1. Findings

a. The University for several years has exchanged salary data to provide a consistent comparison with a special group of five "eminent" universities, as well as with a group of nine public universities. Conversely, the California State Colleges have not yet established a list of comparable institutions which is acceptable to them.

b. Both the University of California and the Coordinating Council for Higher Education maintain that salary comparisons to appropriate institutions is the best single method of determining salary needs.

c. The University of California places less significance on salary comparisons with nonacademic employment than the Coordinating Council on Higher Education and the California State Colleges.

d. Salary increases have been proposed on the basis of differentials between total compensation (salaries plus fringe benefits) in comparable institutions.

e. Both the University and the California State Colleges have tended to relate the size of proposed salary increases to how much of an increase would be necessary to return to a specific competitive position which existed in 1957–58 and which was unusually advantageous.

f. Salary comparisons have frequently been made to various levels of teaching including elementary, high school, and junior college salaries.

g. Methods of salary comparisons with other institutions have varied from year to year in reports prepared by the state colleges.

2. Recommendations

a. We recommend that proposed faculty salary increases distinguish between: (1) increases necessary to maintain the current competitive position and (2) increases to improve the current competitive position.

(1) Proposed increases to maintain the existing competitive position should be equivalent to a projection of the average salary relationship between the University, or state colleges, and comparable institutions during the current fiscal year to the next fiscal year. We recommend that this projection be based on a projection of actual salary increases by rank in comparable institutions during the past five years, permitting statistical adjustments for unusual circumstances. Thus the proposed increase to maintain the existing competitive position would, in effect, be equal to the average of annual salary increases in comparable institutions during the past five years. A record of the accuracy of projections should be maintained in an appendix.

(2) Recommendations to improve the current competitive positions should be related to the additional advantages to be derived.

b. It is also recommended that the California State College Trustees select a list of comparable institutions within the next year and that agreements be negotiated to exchange salary data in a form which will facilitate comparisons. A list of the criteria used to select comparable institutions, plus characteristics of the institutions selected, should be included in next year's report.

c. Specific proposals for salary increases should be accompanied by comparisons of current salary amounts and historic trends to comparable institutions. The following general principles are considered to be important:

(1) Salary data should be separated from fringe benefit and special benefit data for purposes of reporting salary comparisons.

(2) A consistent form should be used from year to year to present salary data. A suggested form might be to illustrate a five-year historic trend in average salaries by using a line graph for each rank. An alternative might be a table which simply shows where California ranked among comparable institutions during the past five years.

The current salary position might best be illustrated by showing a list of average salaries of the California institutions and the other comparable institutions from the highest to the lowest average, by rank, for the last actual and current years. This will show the relative position of the California institution for the last actual and current years, as well as the range of averages. Frequency distributions of faculty by rank or professor should be incorporated in an appendix and any significant limitations in the use of averages between those particular institutions in a given year should be noted. For example, an unusual proportion of faculty in the high ranks or the low ranks would affect the comparability of the arithmetic means.

(3) Special data to illustrate a particular problem in any given year would be appropriate as long as it supplements, rather than replaces, basic salary data.

d. Finally, it is recommended that salary data be reported in a form by rank which compensates for differences in faculty distributions.

C. Fringe Benefits

1. Findings

a. The definition of fringe benefits generally includes benefits available to all faculty that have a dollar cost to the employer. Benefits and services in kind are considered to be fringe benefits only if a cash payment option is available. Retirement and health insurance, by definition, are the only two programs considered as fringe benefits by the University of California and the California State Colleges.

b. Comparisons of fringe benefits, when comparisons have been made at all, have generally been limited to the dollar contribution by the employer and have not included any analysis of the quality of the benefits to the employee.

2. Recommendations

a. It is recommended that fringe benefit comparisons of type of benefit be included in faculty salary reports, but compared separately from salaries. Such comparisons should include an analysis of the quality of the benefits as well as the dollar cost to the employer.

b. Proposals to increase specific fringe benefits should be made separately from salaries, including separate cost estimates.

3. Comments

Separate proposals for increases in salaries and fringe benefits should be made to minimize misunderstanding about competitive positions. For example, information submitted to the 1963 Legislature by the University of California, in support of a proposed salary increase for 1963–64, compared total compensation data (salaries plus fringe benefits) rather than salaries alone. This report stated in part: "In comparing salaries, fringe benefits must be taken into account. Salary comparisons between the University and other institutions based on salary *alone* look far more favorable than comparisons of salaries *plus benefits*." The least favorable comparison was with fringe benefits, not salaries, thus the report recommended a salary increase largely on the basis of a difference in fringe benefits. Although it is felt that comparisons of total compensation are appropriate inclusions in a faculty salary report, such data should only be in addition to rather than in place of separate analyses of the current competitive position in salaries and fringe benefits.

D. Total Compensation

1. Findings

a. Total compensation data consists of average salaries plus a dollar amount representing the employer's cost of fringe benefits.

b. The Coordinating Council for Higher Education, the University of California and the California State Colleges have in the past all used total compensation data prepared and published by the American Association of University Professors in their respective faculty salary reports.

2. Recommendations

We recommend that total compensation data, as reported by the American Association of University Professors, be included in faculty salary reports as a supplement to separate salary and fringe benefit information.

E. Special Privileges and Benefits

1. Findings

There are other faculty privileges and economic benefits which are not classified as fringe benefits because they may not be available to all faculty or fit the definition of a fringe benefit in some other respect. Examples at the University of California include up to one-half the cost of moving expenses, vacations for 11-month appointees, the waiving of nonresident tuition for faculty children, sabbatical leaves with pay, and other special and sick leaves with or without pay.

2. Recommendations

It is recommended that a list of special privileges and benefits be defined and summaries of related policies be included in a special section in future faculty salary reports so that the Legislature will be aware of what these privileges and benefits include.

3. Comments

The expansion or establishment of some of these special privileges and benefits could improve recruiting success more than the expenditure of comparable amounts in salaries. For example, moving expenses are not currently offered by the state colleges but some allowance might make the difference of whether a young candidate from the East could accept an appointment. If this type of benefit is proposed, it must include adequate controls.

F. Supplementary Income

1. Findings

a. The multiple loyalties created by permitting faculty to supplement their salaries by earning extra income from various sources within and outside his college or University is recognized as a problem common to institutions of higher education throughout the United States.

b. There apparently are proportionately more private consulting opportunities in California than in other areas of the nation. For example, 51 percent of the federal research defense contracts were concentrated in California during 1963–64.

c. The University of California has general policies designed to insure that outside activities do not interfere with University responsibilities. If outside activities interfere with University responsibilities, the faculty member generally must take a leave of absence without pay until such outside activities are completed. These and other related University policies were praised in a 1956 Carnegie-financed study titled *University Faculty Compensation Policies and Practices.*

d. The Coordinating Council for Higher Education submitted excerpts from nationwide studies relating to the magnitude of outside activities. We have no way of determining how the data may relate to California, but if the figures are reasonable, then it appears that probably a large percentage of faculty have at least one source of extra income. Sources of income were reported are follows:

Source	*Percent of faculty earning additional income from source*
Lecturing	31%
General writing	28
Summer and extension teaching	25
Government consulting	15
Textbook writing	16
Private consulting	12
Public service and foundation consulting	9
Other professional activities	13

Source: University Faculty Compensation Policies and Practices in the U. S., Association of American Universities, University of Illinois Press, Urbana, 1956.

e. The United State Office of Education has just completed a nationwide sample survey of outside earnings of college faculty for 1961–62. Although data has not been published yet, special permission has been received to report the following results which are quoted from a letter sent to the Legislative Analyst on December 8, 1964 from the staff of the California State College Trustees:

OUTSIDE EARNINGS OF TEACHING FACULTY ON ACADEMIC YEAR CONTRACTS (9–10 MONTHS)

The U. S. Office of Education has just completed a nationwide survey of outside earnings by a sampling of all college faculty nationwide for 1961–62. The results are as follows:

	Percent	Average earnings
All with outside earnings	74	$2,200
Summer teaching	44	1,300
Other summer employment	11	1,900
Other teaching	13	900
Royalties	8	1,200
Speeches	9	200
Consultant fees	13	1,400
Retirement (individuals who have retired who teach elsewhere after retiring)	1	3,400
Research	7	1,800
Other professional earnings	10	1,300
Non-professional earnings	8	1,700

The highest average earnings by teaching field and the percentage with outside earnings are:

	Percent	Average earnings
Law (which we do not have)	78	$5,300
Engineering	83	3,200
Business and Commerce	73	2,900
Physical Sciences	80	2,900
Agriculture	71	2,800
Psychology	85	2,700

In light of the Joint Committee discussion you might be interested in the following:

	Percent	Average earnings
Social Sciences	74	$1,900
Fine Arts	74	1,600
Philosophy	74	1,500
Religion and Theology	73	1,200

2. Recommendations

a. We recommend that the Coordinating Council for Higher Education, the University of California and the California State Colleges cooperate in determining the extent to which faculty members participate in extra activities to supplement their nine-month salaries including information as to when extra activities are usually performed (such as vacations, etc.). Such activities would include, but not be limited to, lecturing, general writing, summer and extension teaching, government consulting, textbook writing, private consulting, public service and foundation consulting, and other professional activities. If such a study suggests that the magnitude of these activities is such that the performance of normal University and state college responsibilities are perhaps being adversely affected, then consideration should be given to the possibility of maintaining more complete and meaningful records. Such records would aid administrative officials and academic senates when reviewing recommendations for promotions and salary increases and provide summary data for reporting to the Legislature on these significant faculty welfare items. Next year's faculty salary report of the Coordinating Council for Higher Education should incorporate the results of this study.

b. We also recommend that existing state college policies and enforcement practices regarding extra employment be reviewed and updated.

c. Finally, it is recommended that faculty salary reports keep the Legislature informed about policies and practices relating to extra employment.

3. Comments

In our opinion, it would seem that any extra employment would affect the quality of performance of University responsibilities since faculty surveys indicate that the average faculty workweek is 54 hours. The time spent on activities for extra compensation (except during the summer) would be on top of what the faculty has defined as their average workweek. Because, in some instances, it is difficult to determine whether a given income-producing activity, such as writing a book, is considered a normal University responsibility or an extra activity, distinctions between normal and extra activities need to be more clearly defined.

Much of the outside compensation received by faculty comes in the form of grants made directly to the faculty member rather than through the University or colleges. There is no regular reporting of these grants or the personal compensation which they provide to faculty, and the colleges and University do not consider the reporting of such income to be feasible. It may be desirable to encourage the Congress to direct that greater number of grants made by United States agencies for research be made directly to academic institutions.

APPENDIX B

Methodology Employed by the California Postsecondary Education Commission for Preparation of the Annual Reports on University of California and California State University Faculty Salaries and Cost of Fringe Benefits

Commission Resolution 17-77, June 13, 1977

Concerning the Methodology Employed for the California Postsecondary Education Commission's Annual Reports on Faculty Salaries and Fringe Benefits

WHEREAS, The University of California and the California State University and Colleges have expressed reservations with the methodology used for the California Postsecondary Education Commission's recent reports on faculty salaries and fringe benefits, particularly with respect to the computations for fringe benefits, and

WHEREAS, Commission staff convened a technical advisory committee consisting of representatives of the segments, the Department of Finance, and the Office of the Legislative Analyst to advise on possible revisions of the existing methodology, and

WHEREAS, The committee met on five occasions to thoroughly review and discuss the methodology for the reports on faculty salaries and fringe benefits, not only with respect to the computations for fringe benefits, but also regarding all other aspects of the methodology, and

WHEREAS, Based on the advice of the committee, a revised methodology has been developed by Commission staff; now therefore, be it

RESOLVED, That the California Postsecondary Education Commission adopt the attached document entitled, Revised Methodology for the Preparation of the Annual Report on University of California and California State University and Colleges Faculty Salaries and Fringe Benefits, 1978-79, which by reference becomes a part of this resolution, and be it further

RESOLVED, That copies of this resolution be transmitted to the Governor, the Legislature, the Department of Finance, the Office of the Legislative Analyst, the Regents of the University of California and the Trustees of the California State University and Colleges.

California Postsecondary
Education Commission

June 13, 1977

REVISED METHODOLOGY FOR THE PREPARATION OF THE ANNUAL REPORT ON UNIVERSITY OF CALIFORNIA AND CALIFORNIA STATE UNIVERSITY AND COLLEGES FACULTY SALARIES AND FRINGE BENEFITS, 1978-79

INTRODUCTION

The methodology to be employed for the 1978-79 report contains a number of substantive modifications from that adopted by the Commission in September, 1974 and used for the annual reports for 1975-76, 1976-77, and 1977-78.

In developing this new methodology, both the University of California and the California State University and Colleges conferred with a number of groups and individuals, including representatives of faculty organizations. Subsequently, each segment submitted proposals for changes in the existing methodology. These proposals were then considered by a technical advisory committee established by the Commission consisting not only of Commission staff and segmental representatives, but also of representatives of the Department of Finance and the Office of the Legislative Analyst.

In the past year, one aspect of the annual report on faculty salaries and fringe benefits was heavily criticized; namely, the treatment of the comparison of fringe benefits. This criticism centered on two major points. The first related to the recent practice of treating the cost of fringe benefits and the salary adjustments required to achieve parity as additive to produce a figure for "Total Equivalent Compensation" (TEC). This practice will be discontinued in subsequent years. The second criticism stemmed from the fact that the comparison method was limited to the employer cost of benefits (expressed as a percentage of payroll). Since there is, at best, only an indirect relationship between the value of fringe benefits to the employee and the cost of those benefits to the employer, the use of fringe benefit comparisons with other institutions can often be seriously misleading.

Although the basic difficulties with fringe benefit comparisons were noted in the report for the 1977-78 fiscal year, it is proposed that a much more definitive disclaimer be included in the text for the 1978-79 report. Clearly, a benefit package of given cost may be very different from another benefit package of the same cost when the two are defined and administered differently. By way of illustration, if the employer adds to a pension fund to improve its actuarial integrity, it increases the cost of the benefit package but does not result in any new or additional benefits.

The Commission will continue to show the results of the comparison survey regarding the cost of fringe benefits but will display it separately from the salary data and will include a sufficiently detailed explanation of the issues so as to avoid misunderstanding or inappropriate use of the figures.

The second major change is the elimination of the "Cost of Living Adjustment for Salaries." For the past three years, an adjustment has been made in the projected salaries of the comparison institutions to account for changes in the rate of inflation. This adjustment has been widely misunderstood. It is not an escalator clause of the kind frequently found in collective bargaining agreements; it is an index only of changes in the rate of inflation and not a measure of inflation itself.

The other changes are essentially technical in nature. To date, all ranks average salary and fringe benefit projections have been made on the basis of prior year (for the preliminary report) and current year (for the final report) segmental staffing patterns. Since these elements of compensation are implemented in the budget year, it is desirable to establish a staffing pattern for that year. This will be done by the University of California for the 1978-79 report and by the California State University and Colleges beginning in 1979-80.

The final change will affect only the computation of fringe benefits for the California State University and Colleges. That system previously based its fringe benefit projections on the assumption that no salary increase would be granted. Because an increase in salary automatically increases applicable fringe benefits, a degree of distortion occurs. The University of California uses a system whereby a salary increase is computed first, the automatic increases in fringe benefits resulting from that increase accounted for, and the fringe benefits calculated after this accounting. The Commission believes the latter approach to be more reasonable and has therefore adopted it for both segments.

METHODOLOGY

The procedures to be employed for the 1978-79 budget year and in subsequent years are as follows:

A. NUMBER AND TIMING OF REPORTS

Two reports will be prepared each year. The first report, based on preliminary data, will be submitted to the Department of Finance in November. The final report, based on the most current data, will be submitted to the Legislative Budget Committee in April. In order to meet these submission dates, the University of California and the California State University and Colleges will forward data on comparison institutions and segmental faculty salaries to Commission staff by mid-October for the preliminary report and by late February for the final report.

B. PRINCIPLE OF PARITY

The report will indicate what adjustments would be needed for the forthcoming year for salaries and costs of fringe benefits for University of California and California State University and Colleges' faculty to achieve and maintain rank-by-rank parity with such salaries and costs of fringe benefits provided faculty in appropriate comparison institutions. A separate list of comparison institutions will be used by each of the California segments of higher education. The report will separate calculations and displays of data related to percentage increases required for parity in salaries from those related to fringe benefit costs.

C. COMPARISON INSTITUTIONS[1]

Comparison institutions for the University of California will be:

Cornell University
Harvard University
Stanford University
State University of New York at Buffalo
University of Illinois
University of Michigan at Ann Arbor
University of Wisconsin at Madison
Yale University

Comparison institutions for the California State University and Colleges will be:

East

State University of New York at Albany
State University of New York College at Buffalo
Syracuse University
Virginia Polytechnic Institute and State University

West

University of Southern California
University of Hawaii
University of Nevada
University of Oregon
Portland State University

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1. If any institution is omitted for any reason, a replacement will be selected based upon the established criteria by Commission staff in mutual consultation with the segments, the Department of Finance, and the Legislative Analyst. The Attachment indicates the criteria for selection of the comparison institutions.

Other

University of Colorado
Illinois State University
Northern Illinois University
Southern Illinois University
Indiana State University
Iowa State University
Wayne State University
Western Michigan University
Bowling Green State University
Miami University (Ohio)
University of Wisconsin at Milwaukee

D. FACULTY TO BE INCLUDED AND EXCLUDED

The faculties to be included in the comparisons are those with full-time appointments at the ranks of professor, associate professor, assistant professor, and instructor, employed on nine and eleven month (prorated) appointments, (both regular and irregular ranks as appropriate), with the exception of faculties in the health sciences, summer sessions, extension programs and laboratory schools, provided that these faculties are covered by salary scales or schedules other than that of the regular faculty. At the rank of instructor, full-time equivalent faculty are used because of the preponderance of part-time appointments at this rank.

The faculty members to be included are those assigned to instruction (regardless of the assignments for research or other university purposes), department chairmen (if not on an administrative salary schedule), and faculty on salaried sabbatical leave.

E. COMPUTATION OF AVERAGE SALARIES AND COST OF FRINGE BENEFITS

For each academic rank within the California State University and Colleges' comparison groups, the total actual salary dollars for the combined group is divided by the number of faculty within the rank to derive average salaries by rank for their comparison institutions as a whole. Average costs of fringe benefits will be computed in a similar manner.

For the University of California's comparison groups, the average salary by rank is obtained for each comparison institution. The single average salary (for each rank) for the comparison group is then calculated by adding the average salaries at the eight comparison institutions and dividing by eight, thereby giving equal weight to each institution regardless of the number of faculty. The same procedure should be used to compute the cost of fringe benefits.

F. FIVE-YEAR COMPOUND RATE OF SALARY AND FRINGE BENEFIT GROWTH

For the preliminary report, a five-year compound rate of change in salaries and fringe benefits at each rank at the comparison institutions will be computed on the basis of actual salary and fringe benefit data of the preceding year and of the prior five years.

In obtaining compound rates of change at the comparison institutions, each segment will compute the average salary and fringe benefit costs by rank for their respective comparison institution groups as specified in Section E above. Each will then calculate the annual compound growth rate changes in average salaries and fringe benefit costs for each rank (over the five-year period) at their respective comparision institutions. These rates of change will then be used to project average salaries and costs of fringe benefits for that rank forward for two years to the budget year.

The same procedure will be used in producing the final report, except that the base year for the comparison institutions will be moved forward one year, permitting the use of a one-year projection rather than the two-year projection necessary in the preliminary report. The California segments will use actual current salary and fringe benefit data as reported by the comparison institutions rather than budgeted figures.

G. ALL-RANKS AVERAGE SALARY AND FRINGE BENEFIT COSTS

Average all-ranks average salaries and fringe benefit costs projected for the budget year will be calculated for each segment, using the average salaries and fringe benefits by rank projected for the budget year for the comparison groups and the staffing pattern in the appropriate California segment. The California State University and Colleges will use the current year staffing pattern while the University of California will use a staffing pattern projected for the budget year. These all-ranks average salary and fringe benefit amounts for the budget year constitute the salaries and fringe benefits to be provided to the corresponding California segment for that segment to achieve parity, rank-by-rank, with its comparison group. The average all-ranks salaries and fringe benefits thus projected to the budget year for each California segment will then be compared with the current all-ranks average salaries and fringe benefits for that segment to determine the percentage increase required by the segment to achieve parity. For the 1978-79 report, the California State University and Colleges will modify the percentage difference (to 1/10th of a percentage point) to account for merit increases, promotions, and faculty turnover. This adjustment will not be necessary for the University of California since the projection of the staffing pattern into the budget year will account for these adjustments automatically. In subsequent years, the California State University and Colleges will use the same procedure as the University of California.

H. SUPPLEMENTARY INFORMATION

The Commission will prepare supplementary tables containing five years of trend data, with the data for the most recent year supplied by the segments.

1. Number of full-time faculty by rank;

2. Number and percent of new and continuing full-time faculty with the doctorate by rank;

3. Number and percent of full-time faculty with tenure or security of appointment by rank;

4. Separations of full-time faculty with tenure or security of appointment by rank;

5. Destination of faculty who resign, by rank (indicating the name of the institution for those faculty remaining in higher education);

6. Sources of recruitment by rank;

7. Faculty promotional patterns.

ATTACHMENT

CRITERIA FOR SELECTION OF COMPARISON INSTITUTIONS

The following criteria will be used to select comparison institutions for the University of California:

1. Each institution should be an eminent major university offering a broad spectrum of undergraduate, graduate (Masters and Ph.D.), and professional instruction, and with a faculty responsible for research as well as teaching.

2. Each institution should be one with which the University is in significant and continuing competition in the recruitment and retention of faculty.

3. Each institution should be one from which it is possible to collect salary data on a timely, voluntary and regular basis. (Not all institutions are willing to provide their salary data, especially in the detail required for comparison purposes.)

4. The comparison group should be composed of both public and private institutions.

In selecting these institutions, stability over time in the comparison institutions group is important to enable the development of faculty salary market perspective, time serious analysis, and the contacts necessary for gathering required data.

The following criteria will be used for selection of comparison institutions for the California State University and Colleges. The institutions selected according to these criteria are those which have approximately the same functions with regard to undergraduate and graduate instruction, and with which the Califionia State University and Colleges compete for faculty.

1. General Comparability of Institutions

   The expectations of faculty at the comparison institutions should be relatively similar to those prevailing at the California State University and Colleges. Consequently, the comparison institutions should be large institutions that offer both undergraduate and graduate instruction. Excluded from consideration under this criterion were:

   a. Institutions with less than 300 faculty members;

   b. The 20 institutions that awarded the greatest number of doctoral degrees during the ten-year period, 1959-60 through 1968-69. (These 20 institutions awarded nearly half of all doctoral degrees awarded in the U.S. during this period);

   c. Community Colleges and colleges without graduate programs;

   d. Institutions staffed with religious faculty.

2. Comparability of States' Ability to Support Higher Education

   The basis of financial support available to the comparison institutions should be relatively similar to that of California. Excluded from consideration were:

   a. Institutions in states where the per capita income in 1970 was more than ten percent below the U.S. average. (California's per capita income was approximately 14 percent above the U.S. average.) The criterion was applied to both public and private institutions;

   b. Institutions in New York City and Washington, D.C., because of the high cost of living and the much higher than average incomes in these cities.

3. Competition for Faculty

   Institutions on the comparison list preferably should be institutions from which California State University and Colleges' faculty are recruited or vice versa.

4. Similarity of Functions

   The comparison group should include institutions that are among the largest institutions with graduate programs but which do not grant, or grant very few, doctoral degrees.[1] (Nine CSUC campuses are among the 20 largest such institutions in the country.)

5. Fringe Benefits

   The comparison institutions should provide fringe benefits, including a retirement program, that vests in the faculty member within five years. This criterion was applied by generally excluding from consideration institutions with nonvesting retirement programs.

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[1] Category IIA in the AAUP report.

6. University of California Comparison Institutions

   The comparison group of institutions developed for the California State University and Colleges should not include institutions used by the University of California in determining its faculty compensation.

7. Acceptance as Comparison Institution

   The comparison institutions preferably should be institutions that have been accepted previously for the purpose of comparing faculty salaries in the California State University and Colleges.

8. Senior or Tenured Faculty

   The comparison group of institutions should have a faculty mix ratio in their upper two ranks that is similar to the ratio of faculty in the upper two ranks of the California State University and Colleges.

APPENDIX C

Article by Scott Heller, The Chronicle of Higher Education, April 11, 1984

Their Lagging Salaries Imperil Entire State, Madison Professors Warn Wisconsin

Exodus of many top faculty members is termed a threat to university's intellectual vigor

By SCOTT HELLER

MADISON

What's a professor of classics doing in a place like this?

Fannie J. LeMoine, whose academic specialty is the early Middle Ages, might have asked herself that question one afternoon last month, as she calmly sat on the dais in a meeting room at the Inn on the Park here, eyeing a roomful of businessmen as they finished the last bites of their chicken, downed their drinks, and launched into a round of "Wait 'Til the Sun Shines, Nellie."

As a classics professor at the University of Wisconsin at Madison and chairman of the institution's University Committee, its chief faculty governing body, Ms. LeMoine might not have imagined her duties to include an after-lunch address to a throng of boisterous Rotary Club members, each prominently wearing, on his sport jacket, an oversized button shaped like a gear. But there she was—pushing aside her own plate of half-eaten chicken, standing up behind the microphone, apologizing for a bad joke, and then getting right to the point:

► The University of Wisconsin at Madison is in trouble.

► A recent pay freeze puts the campus near the bottom of the Big Ten in terms of faculty salaries, and leaves it far less competitive than comparable public institutions nationwide.

► Morale is at an all-time low.

► Top faculty members are leaving.

► The state doesn't realize what it's losing.

Ms. LeMoine finished her 10-minute talk with a sharp directive, putting the issue in terms her audience couldn't help but understand.

"As businessmen," she said, "I ask you, how long do you think we can maintain our quality when we are paying salaries far lower than the market?" To the sound of applause, she sat down.

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While that afternoon was Fannie LeMoine's first Rotary Club luncheon, it was not the first time she had delivered her warning. After the legislature froze salaries for all state employees for this fiscal year and approved only a 3.84-per-cent increase for next year, faculty members at Madison mounted a strong effort to convince legislators and, just as important, the citizenry that the State of Wisconsin is eating its "seed corn"—that as poorly-paid professors leave for jobs elsewhere, the excellence of the university is on the line.

Michael J. Houston, chairman of the marketing department at Madison, is leaving—for $15,000 more at Illinois.

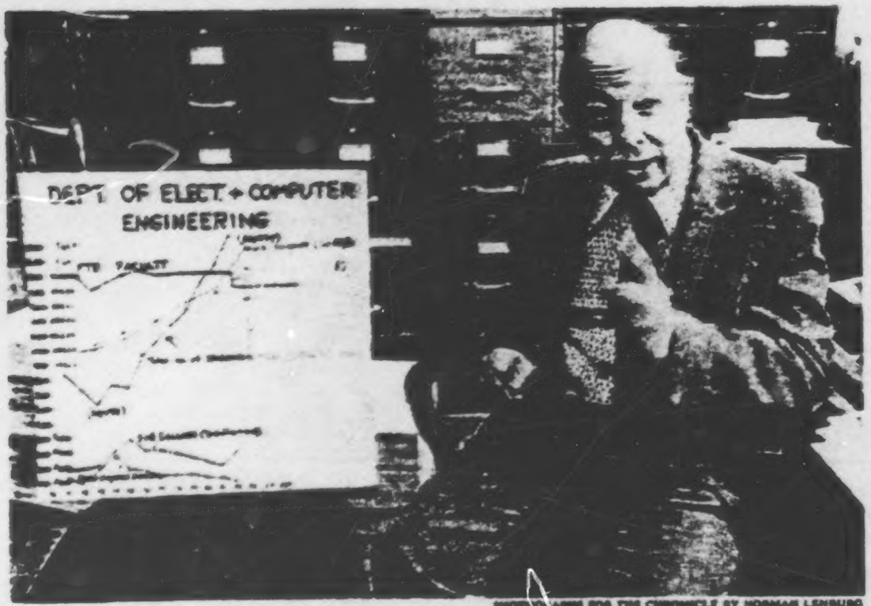
In the past, Ms. LeMoine recalls, "we had been told that the faculty had not been visible enough, and that may have in fact been true."

Fannie J. LeMoine, professor of classics at U. of Wisconsin's Madison campus, is heading a drive for more public support.

Now, armed with anecdotes, brochures, and pounds of statistical documentation, they have intensified their lobbying. Their goals are twofold: in the short term, to convince Gov. Anthony S. Earl of the need for a one-time catch-up salary increase to lessen the differential between Wisconsin and its peer institutions; in the long term, to assure that the state continues to recognize and support the "crown jewel" of its fiscally strapped university system.

"The impression around here is that the state government is not as sympathetic to higher education as it is in other states," says Irving Shain, Madison's chancellor. "That's particularly true in consideration of the state's long tradition of support of higher education.

"If the exodus of these really good faculty continues," Mr. Shain adds, "the intellectual vigor of this university will suffer.


DEPT. OF ELECT. + COMPUTER ENGINEERING

PHOTOGRAPHS FOR THE CHRONICLE BY NORMAN LENBURG

William P. Birkemeier, chairman of Wisconsin's department of electrical and computer engineering, says most of the faculty members he has recently sought to hire said No. "We've been trying like crazy," he adds.

Other universities have decided that Wisconsin is a happy-hunting ground—that we're ripe for raiding."

More than Money at Issue

Faculty leaders and others in the campaign stress that pocketbook concerns are not what has motivated the Madison campus to take its case to the people. Rather, they say, the entire university is imperiled, and state residents—whether they know it or not—will suffer if the university does.

Initially some of the rhetoric was strident, leading Governor Earl to remark, "I thought I was going to pick up the newspaper and read, DEAN OF ENGINEERING GETS HEAD COLD, BLAMES LOW SALARY." Now faculty efforts are more educational.

In particular:

► Department chairmen, with more detail than ever before, are compiling and documenting figures on comparative salaries, personnel losses to other universities, and difficulties they have had in hiring new people.

► Faculty members—including Howard I. Temin, a Nobel laureate in medicine—are writing to legislators and the governor, expressing their dissatisfaction and fears. "I fear that some dramatic gestures need to be made here soon or it will be too late for the University of Wisconsin-Madison," Mr. Temin wrote in the most recent of three letters to Governor Earl.

► The university's news service has helped to put together a brochure, *The University, The Future, and You,* to spell out how the crisis will hurt the average Wisconsin citizen. Distributed at Founders Day gatherings and other meetings, the brochure quotes prominent business leaders saluting the university for the economic, social, and cultural benefits it brings to the state.

"When I meet alumni, instead of showing slides and talking about our exchange program with China, I talk about faculty salaries and show slides and charts of that," Mr. Shain says.

► Faculty leaders like Ms. LeMoine are working to convince business leaders of the university's importance, and have found an ally in the city's Chamber of Commerce.

"What's good for the university community is good for the business community, and vice versa," says Robert Brennan, president of the Greater Madison Chamber of Commerce and a Madison alumnus. "But we have to get the faculty to think like politicians—to get them to convince taxpayers why it is important to improve their salaries."

Differences over Bargaining

There are disagreements over tactics, however. The United Faculty and Academic Staff, an unofficial union, may be gaining more support in its continuing battle for collective bargaining at Madison. The legislature has repeatedly rejected such proposals on a statewide basis. So far most faculty members and administrators at Madison have strongly opposed faculty unionization, although other campuses in the system have strongly favored it.

According to Robert Kimbrough, president of United Faculty, the Madison faculty's "new" approach to public persuasion is doomed to fail unless representatives from all 27 state campuses band together.

"Now, I don't think the faculty is getting anything across very effectively," he says. "Every time they open their mouths and say that Madison is more important to the state than any of the other campuses, they alienate the vast majority of the voting public."

There is evidence of that. In December, lower-paid state employees, who also have been affected by the salary freeze, sarcastically announced a Christmas food drive for "needy" professors throughout the state. Their charitable suggestions? French bread, smoked oysters, and bottled water.

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Are Madison faculty members justified in being so upset? Is the university really suffering? What benefits does the institution bring to the state?

In response to the faculty outcry, Governor Earl established a Faculty Compensation Study Committee—bringing together officials of the university system, faculty members,

PHOTOGRAPHS FOR THE CHRONICLE BY [illegible]

Because of salary problems at U. of Wisconsin at Madison, says Chancellor Irving Shain, "other universities have decided that Wisconsin is a happy-hunting ground—that we're ripe for raiding."

legislators, businessmen, students, and other state employees—to consider the faculty's claims and to propose statewide solutions.

According to findings presented to the group, by next July the pay for each professorial rank at Madison will be at or near the bottom of those at 12 comparable public universities, including others in the Big Ten.

If inflation is taken into account, salaries at Madison since 1972-73 have declined 20.4 per cent for assistant professors, 22.1 per cent for associate professors, and 21.9 per cent for full professors.

In its final report, the governor's panel recommended a one-time catch-up salary allowance that would raise average pay at each Wisconsin campus to the median at comparable public institutions, and suggested greater flexibility within each university for allocating funds.

At Madison, for example, a full professor who now earns $38,026 a year on average could receive as much as $43,384 annually.

The governor's response has been mixed. "It is not likely that we will be able to provide the makeup all in one increment," he says, pointing to recent major increases in the system's operating budget. "It's going to take more than one biennium."

'Decade of Erosion'

Yet out of the flurry of paperwork has come a vivid picture—what one report called a "decade of erosion" at Madison as well as at other Wisconsin institutions.

At Madison, department representatives explain the situation with both statistics and "ghost stories"—anecdotes that illustrate damage in retention, recruitment, educational excellence and, most broadly, morale.

Retention. The exodus of top professors—man, taking with them graduate students and research funds to schools offering far higher salaries—seems to be the No. 1 topic on everyone's mind at the university.

Departments in engineering, business, and the "hard" sciences have been hit most severely.

According to Hector F. DeLuca, chairman of the university's prestigious biochemistry department, which has lost five top faculty members in the last two years, "half of our faculty have better offers in terms of salary than they're now making."

A $15,000 Raise

Michael J. Houston, chairman of the marketing department, is leaving for a position at the University of Illinois—his alma mater—at a salary of $55,000 a year, a $15,000 increase.

"To move someone who is basically happy here, as I am, takes a big chunk of increase," Mr. Houston says. "I've never actively sought another position, where I initiated the action. This was a happenstance.

"I'm happy, but I'm somewhat melancholy," he adds. "The University of Wisconsin is a very meaningful place to me, and it took a university not unlike it to make me consider leaving."

William H. Stone taught at Madison for 30 years, but he left a year ago and is now a distinguished professor of biology at Trinity University. In discussing his former institution, he still says "we," and when that is pointed out to him, he likens it to a remarried husband's calling his present wife by his first wife's name.

"I was like a fixture there" at Madison, he says. "But it's just not the place that it used to be."

Mr. Stone is a typical Wisconsin "refugee" in that he was lured away at mid-career by a Sun Belt university in a rush for a reputation—and with plenty of money with which to gain one.

He almost doubled his salary in the move to Trinity. That, plus a general feeling that "someone was breathing down your neck at all times" in the Wisconsin bureaucracy, led to his departure, he says.

"I felt that the state legislature was ignorant of the value of the university—they were hostile to the university," Mr. Stone says. When he visited Madison several weeks ago, he adds, he sensed "a malaise on the campus. There's a general feeling that the university is in trouble, that it's losing a lot of good people. It was as though you were watching a giant being smitten."

Recruitment. In fields like business and engineering, where competition for young scholars comes from private industry as well as from wealthy academic institutions, recruiting new faculty members is as much of a problem as holding on to those who are already there, says William P. Birkemeier, chairman of the electrical and computer engineering department at Madison.

Mr. Birkemeier should know; he is frequently pointed to as the one chairman struck hardest by the salary disparities. While outwardly jovial, and stressing that he is "hopeful" of change, he acknowledges that his department is "limping along," seriously understaffed.

And he has charts to prove it—roughly-drawn graphs, detailing in Magic Marker how his department's enrollment has tripled since 1971, while in the last two years it has lost 10 faculty members and has replaced only one.

From 12 offers to potentially promising faculty members, Mr. Birkemeier says, he has received only one Yes. "We've been trying like crazy," he adds, "but today, Ph.D.'s in electrical engineering are so scarce, to recruit them is almost impossible."

The department's average starting salary—$36,000 a year—is about what comparable universities are offering, he says. But at Madison, a full professor in his department is earning, on average, $36,800—an indication of salary compression that can't go unnoticed by a potentially interested candidate.

"You have to hope a recruit is dumb enough not to ask a lot of penetrating questions," says Mr. Birkemeier. "But if he's that dumb, you don't want him."

Educational excellence. How have difficulties in recruitment and retention of top faculty members affected the educational experience at the university?

"The two most obvious ways," answers Charles A. Murn, a Madison

Wisconsin Gov. Anthony S. Earl, spurred by faculty complaints over salaries, set up a committee to propose statewide solutions.

senior and student representative on the Faculty Compensation Study Committee, "are in who is in front of the class and how many students are in the classroom."

"You see fewer tenured professors and more academic staff members teaching classes," says Mr. Murn, who is majoring in economics and geography. "And when the average student tries to get into a business course, unless he's a business student, he can't do it."

Robert H. Bock, dean of the business school, makes a similar point, noting that steady enrollment increases over the past decade have combined with key faculty departures and a smaller operating budget at the school. As a result, the school can't offer several courses he calls "imperative" to a modern business curriculum, including microcomputer applications, administration policy, and production and operations management.

"These should be taught to every business student, but I don't foresee them in the near future here," Mr. Bock says. "We've been dead in the water for two or three years."

As a result of his frustration over "too many conditions over which I had no influence and too many problems which I did not have the ingenuity to solve," he recently handed in his resignation as dean, a position he has held for 12 years.

Morale. "I have a sense that I'm not appreciated here," says Margaret S. Andreasen, assistant professor of home economics communications. "It's like living on a really good block in a city that's not so hot."

Ms. Andreasen's comment is typical. Faculty members say they enjoy the intellectual atmosphere and research support at the university, but are repeatedly frustrated—even insulted—by dependence on the state for fiscal support in the forms of salary and operating money. The growing feeling on the campus is that things have been sliding downhill, seemingly without a halt, ever since a systemwide merger in 1971.

Before resigning, Mr. Bock spoke of his own efforts to fight that perception.

'There's Only So Long'

"I've been giving pep talks for three or four years, encouraging people, accentuating the positive," he said. "But there's only so long that you can keep pumping people up."

How long is "so long"? According to faculty members at Madison, a refusal by Governor Earl and the legislature to grant the catch-up money soon—the proposition that the governor says is "not likely in one increment"—could be the knockout punch.

Meanwhile, faculty members find it difficult to accept the fact that a solid pay raise may come only if an individual receives an offer from another institution—what one departing professor calls a "perverse incentive" to look for work elsewhere.

When Harvard University sought to raid Madison's top-ranked sociology department last year, recalls its chairman, Gerald Marwell, most faculty members chose to stay on—after receiving comparable counter-offers withdrawn from a dean's discretionary fund. Morale in the department is thus high, Mr. Marwell adds—except that now other faculty members believe that they, too, need outside offers to gain a salary increase at Madison.

Those without such leverage believe they are stuck. "People who are good people, who make large contributions to the university, but are not 'hot'—they are getting screwed, and they know it," Mr. Marwell notes. "I know it; I'm probably one of them. I didn't get a raise last year."

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The situation at Madison is not unique. Michigan's state system of higher education, for example, recently was the subject of a five-part series in the Detroit *News*, which concluded that the system had been "living on its reputation—and on borrowed time."

What may be in question in many states is how and whether a state can nurture a public institution that seeks to compete in a national marketplace.

"The Wisconsin Idea"—an egalitarian notion that the boundaries of the campus are the boundaries of the state—cuts both ways as far as Madison goes.

Increased enrollment and accountability have in many ways constrained the university, leading Mr. Shain to appoint a panel to investigate how a limit on enrollment—currently more than 40,000 students—would affect the university's rapport with the state.

Governor Earl, while stressing his commitment to the Madison campus, swats down suggestions of limiting enrollment or raising tuition for state residents, now $1,199, the second lowest in the Big Ten.

"I don't think that the University of Wisconsin should only be a school for the elite," the governor says unequivocally.

In any case, those are not alternatives that university representatives ever really wish to convey as they venture—brochures and anecdotes in tow—to sell the citizens on Madison. Instead, they point out that only 34.8 per cent of the university's budget comes from state revenues; that research at the institution has meant more than $1.7-billion to the Wisconsin economy in the past decade; and that more than 100 major companies in the state have a chief executive officer who is a Madison graduate.

Whether enough citizens care—and how that will influence the powers-that-be—is still basically unknown.

Resentment is a factor, however. Governor Earl points out that workers at the nearby Oscar Mayer Foods Corporation meat-packing plant are suffering through a three-year salary freeze, and have not taken kindly to the faculty outcry. And faculty members at other University of Wisconsin campuses have recently called for the firing of the system's president, Robert M. O'Neil, accusing him of having a "double standard" that favors faculty raises only on campuses, like Madison's, that offer doctorates.

Many Remain Hopeful

Yet many Madison faculty members, including some who are leaving, express hope that things will work out. They echo Aage Sorensen—one of the "hot" sociologists departing for Harvard—as he gazes out his office window at Lake Mendota, a scene said by some to be worth the equivalent of $5,000 in salary.

"I do not have a bad thing to say about this place," Mr. Sorensen says. "I credit most of my career to this place, and I feel somewhat ungrateful leaving."

But, as he notes as well, "It's easy for someone to point and say, 'This is a good fertilizer.' It's not quite as easy for this university to point out particular benefits to the state so that constituents understand."

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UNIVERSITY OF CALIFORNIA SYSTEMWIDE ADMINISTRATION

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INTERNAL CORRESPONDENCE

Mr. Patrick M. Callan, Director
California Postsecondary Education Commission
1020 Twelfth Street
Sacramento, CA 95814

Dear Director Callan:

On behalf of the University of California, I am pleased to submit Tables A-1 through A-6. The supplementary "B-Tables," the annual medical faculty salary report, and the administrative salary comparison report will be sent to you shortly in a separate mailing.

The difficulty in obtaining the data appears to increase with each passing year. This year three of the comparison institutions were unable to provide data until mid-March. A fourth, the University of Wisconsin, requested that their data not be included in this year's comparison. (See attached letter from Vice President Lorenz, University of Wisconsin.)

In order to honor Wisconsin's request and yet stay within the accepted methodology, Wisconsin's salary data was removed from both 1978-79 and 1983-84 figures. The normal five-year compound growth rate was then applied to data for the remaining seven institutions. Therefore, Table A-1 omits Wisconsin data in the base and current year.

Table A-2, the benefits comparison, includes Wisconsin data in the base year but not in the current year. Our historic documents were not sufficiently detailed to permit deletion of the Wisconsin benefits data from the base year.

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Tables A-5 and A-6 give FTE-by-Step data for general campus faculty excluding business/management and engineering faculty and similar data for business/management and engineering faculty alone. These tables are intended to meet the requests made by your staff earlier in the year.

If you have questions concerning these reports, contact Director Joseph B. Rodgers at (415) 642-8399, Coordinator JoAnn Rolley at (415) 642-8410, or our regular CPEC liaison Director Clive Condren.

Sincerely,

Edward J. Blakely
Assistant Vice President—
Academic Personnel

Enclosures

cc: President Gardner
Senior Vice President Frazer
Senior Vice President Brady
Assistant Vice President Stover
Assistant Vice President Hershman
Assistant Vice President Levin
Director Rodgers
Director Condren
Director Arditti
Associate Director O'Brien
Director of Finance Huff
Legislative Analyst Hamm
Coordinator Rolley

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984

TABLE A-1[1]

Projected Difference in Faculty Salaries: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[2]
Comparison 7 Institutions:[3]				
1983-84 Average Salaries	49,575	33,308	27,233	
1978-79 Average Salaries	32,956	22,119	17,474	
1984-85 Projected Salaries[4]	53,793	36,150	29,760	46,412
UC:				
1983-84 Average Salaries[5]	42,844	28,934	24,278	37,082
1983-84 Average Salaries Adjusted for a 10% mid-year range adjustment	47,128	31,827	26,706	40,790
1984-85 Projected Staffing	3,110	1,049	732	4,891
Percentage Increase Needed to adjust UC 1983-84 salaries to equal the projected 1984-85 average salaries	14.1	13.6	11.4	13.8

---

[1] Salary data excludes health sciences.

[2] Averages based on projected 1984-85 UC staffing pattern.

[3] Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, Yale University, and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

[4] Compound annual growth rate over the five-year period is used for the one year projection.

[5] 1983-84 average salaries adjusted to include merits and promotions to be effective 7/1/84.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984

TABLE A-2

Projected Difference in Fringe Benefits: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[1]
Comparison 8 Institutions:				
1983-84 Average Fringe Benefits[2]	10,665	8,252	7,174	
1978-79 Average Fringe Benefits	6,094	4,109	3,383	
1984-85 Projected Fringe Benefits[3]	11,928	9,487	8,338	10,867
UC:				
1983-84 Average Fringe Benefits[4]	9,843	7,401	6,583	8,831
Percentage Adjustment needed to make UC fringe benefits equal to the 1984-85 projected average comparision fringe benefits	21.2	28.2	26.7	23.1
Less (adjustment for the effect of 13.3 range adjustment):				10.2
Net adjustment needed to achieve parity:				12.9

---

[1] Average based on projected 1984-85 UC staffing pattern.

[2] Computed from confidential data received from comparison institutions.

[3] Compound annual, growth rate over the five-year period for each rank is used for the one-year projection.

[4] Equivalent to an average of $2321.20 plus 15.96% of average salary.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE VICE PRESIDENT—ADMINISTRATION

SPRING, 1984

REVISED TABLE A-3

Average UC Faculty Fringe Benefits
(Employer Contributions)

Retirement/FICA			14.75%* of salary
Unemployment Insurance			.25% of salary
Workers' Compensation Insurance			.51% of salary
Health and Dental Insurance—Annuitants			.95% of salary
Dental Insurance	$ 305.00		
Health Insurance	1,946.00*		
Life Insurance	16.20		
Non-Industrial Disability Insurance	54.00		
TOTAL	$2,321.20	plus	15.96% of salary

---

*Effective 1/1/84

SOURCE: Vice President—Budget and University Relations

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984

TABLE A-4

Average Comparison Institution Salaries

Institution	Professor	Associate Professor	Assistant Professor
	1983-84		
T	54,101 (2)	37,585 (1)	29,657 (1)
U	48,593 (4)	34,407 (2)	27,020 (5)
V	52,101 (3)	31,888 (6)	25,066 (7)
W	43,696 (7)	32,509 (5)	27,050 (4)
X	46,819 (5)	32,955 (4)	26,960 (6)
Y	43,912 (6)	30,660 (7)	27,112 (3)
Z	57,806 (1)	33,150 (3)	27,767 (2)
Average	49,575	33,308	27,233
	1978-79		
T	34,394 (2)	23,507 (1)	18,548 (1)
U	32,320 (4)	23,202 (2)	17,494 (5)
V	34,317 (3)	20,965 (7)	15,777 (7)
W	31,023 (6)	22,200 (3)	17,621 (4)
X	31,949 (5)	21,904 (4)	17,143 (6)
Y	30,135 (7)	21,416 (6)	17,792 (3)
Z	36,554 (1)	21,640 (5)	17,944 (2)
Average	32,956	22,119	17,474

Confidential data received from comparison institutions include 9- and 11-month full-time salaries for all schools and colleges except health sciences.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT -- ACADEMIC AFFAIRS

SPRING, 1984

TABLE A-5

MEMBERS OF THE PROFESSOR SERIES EXCLUDING BUSINESS/MANAGEMENT AND ENGINEERING FACULTY GENERAL CAMPUSES AND HEALTH SCIENCES, COMBINED

RANK	STEP	9-MONTH FTE	11-MONTH FTE	TOTAL FEE
ASSISTANT PROFESSOR	I	41.50	60.50	102.00
	II	116.60	28.77	145.37
	III	369.74	204.30	574.04
	IV	75.32	45.79	121.11
	V	41.50	14.39	55.89
	VI	13.00	.10	13.10
	Sub - T	657.66	353.85	1,011.51
ASSOCIATE PROFESSOR	I	156.15	35.87	192.02
	II	232.19	41.41	273.60
	III	397.33	46.63	443.96
	IV	198.30	18.84	217.14
	V	9.17	18.68	27.85
	Sub - T	993.14	161.43	1,154.57
PROFESSOR	I	344.15	49.94	394.09
	II	355.52	99.81	455.33
	III	363.15	61.75	424.90
	IV	761.12	23.48	784.60
	V	106.36	79.07	185.43
	VI	235.15	46.68	281.83
	VII	187.46	31.49	218.95
	VIII	211.36	27.95	239.31
	Sub - T	2,564.27	420.17	2,984.44
GRAND TOTAL		4,215.07	935.45	5,150.52

Source: Staffing List for July 1, 1983.

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT -- ACADEMIC AFFAIRS

SPRING, 1984

TABLE A-6

MEMBERS OF THE PROFESSOR SERIES, BUSINESS/MANAGEMENT AND ENGINEERING FACULTY

RANK	STEP	9-MONTH FTE	11-MONTH FTE	TOTAL FTE
ASSISTANT PROFESSOR	I	14.05	.90	14.95
	II	14.50	--	14.50
	III	23.80	.62	24.42
	IV	12.50	--	12.50
	Sub - T	64.85	1.52	66.37
ASSOCIATE PROFESSOR	I	29.25	--	29.25
	II	31.50	.40	31.90
	III	53.50	--	53.50
	Sub - T	114.25	.40	114.65
PROFESSOR	I	43.50	.25	43.75
	II	132.90	2.61	135.51
	III	7.70	--	7.70
	IV	74.97	.35	75.32
	V	87.72	.65	88.37
	VI	118.61	1.11	119.72
	VII	1.00	1.00	2.00
	Sub - T	466.40	5.97	472.37
GRAND TOTAL		645.50	7.89	653.39

Source: Staffing List for July 1, 1983.

The University of Wisconsin System

VICE PRESIDENT AND TRUST OFFICER
1752 Van Hise Hall 1220 Linden Drive Madison, Wisconsin 53706 608-262-1311

RECEIVED BY
[illegible]
EXECUTIVE RECORDS
MAR 20 1984
EJB 3-21

March 14, 1984

Dr. Ed Blakely
Assistant Vice President
University of California-Berkeley
Berkeley, California 94720

Dear Dr. Blakaley:

I understand that there is some confusion on reconciling our current submission for average faculty salaries. Since our Governor froze all Wisconsin salaries for 1983-84, I am suggesting that you disregard our latest report, rather than having another one submitted.

The Governor and the Legislature have approved a 3.84% increase for all state employees, including University of Wisconsin faculty, effective July 1, 1984.

If you have any further questions, please call me.

Sincerely,

Reuben H. Lorenz
Vice President
and Trust Officer

xc: WRF

RHL:IK

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1. EJB: 3
2.
3.

Universities: Eau Claire, Green Bay, LaCrosse, Madison, Milwaukee, Oshkosh, Parkside, Platteville, River Falls, Stevens Point, Stout, Superior, Whitewater. University Centers: Baraboo/Sauk County, Barron County, Fond du Lac, Fox Valley, Manitowoc County, Marathon County, Marinette County, Marshfield/Wood County, Medford, Richland, Rock County, Sheboygan County, Washington County, Waukesha County. Extension: Statewide.

UNIVERSITY OF CALIFORNIA SYSTEMWIDE ADMINISTRATION

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Office of the Senior Vice President--
Academic Affairs

BERKELEY, CALIFORNIA 94720

INTERNAL CORRESPONDENCE

April 10, 1984

TO: John Harrison, CPEC

FROM: Assistant Vice President Blakely

Attached are three charts showing comparison faculty salary data. The figures have been calculated using the following methods.

Chart A - Comparison method using available Wisconsin data.

Chart B - Comparison using Wisconsin's 3.8 (1984-85) figure as the base for developing projections.

Chart C - Comparison method using 5 year compound growth rate projecting Wisconsin salary 1984-85 as equal to the average growth in previous 5 year period.

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984

CHART A

TABLE A-1[1]

Projected Difference in Faculty Salaries: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[2]
Comparison 8 Institutions:[3]				
1983-84 Average Salaries	48,173	32,563	26,851	
1978-79 Average Salaries	32,383	21,943	17,447	
1984-85 Projected Salaries[4]	52,156	35,238	29,269	45,102
UC:				
1983-84 Average Salaries[5]	42,844	28,934	24,278	37,082
1983-84 Average Salaries Adjusted for a 10% mid-year range adjustment	47,128	31,827	26,706	40,790
1984-85 Projected Staffing	3,110	1,049	732	4,891
Percentage Increase Needed to adjust UC 1983-84 salaries to equal the projected 1984-85 average salaries	10.7	10.7	9.6	10.6

---

[1] Salary data excludes health sciences.

[2] Averages based on projected 1984-85 UC staffing pattern.

[3] Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, Yale University, University of Wisconsin (Madison) and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

[4] Compound annual growth rate over the five-year period is used for the one year projection.

[5] 1983-84 average salaries adjusted to include merits and promotions to be effective 7/1/84.

Source: Compensation and Economic Research

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984

CHART B

TABLE A-1[1]

Projected Difference in Faculty Salaries: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[2]
Comparison 8 Institutions:[3]				
1983-84 Average Salaries	W *	W *	W *	
1978-79 Average Salaries	7 49,575	7 33,308	7 27,233	
1984-85 Projected Salaries[4]	32,383	21,943	17.447	
	52,211	35,231	29,184	45,123
UC:				
1983-84 Average Salaries[5]	42,844	28,934	24,278	37,082
1983-84 Average Salaries Adjusted for a 10% mid-year range adjustment	47,128	31,827	26,706	40,790
1984-85 Projected Staffing	3,110	1,049	732	4,891
Percentage Increase Needed to adjust UC 1983-84 salaries to equal the projected 1984-85 average salaries	10.8	10.7	9.3	10.6

---

[1] Salary data excludes health sciences.

[2] Averages based on projected 1984-85 UC staffing pattern.

[3] Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, Yale University, University of Wisconsin (Madison) and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

[4] Compound annual growth rate over the five-year period is used for the one year projection.

[5] 1983-84 average salaries adjusted to include merits and promotions to be effective 7/1/84.

*Wisconsin's salary not released due to confidentiality.

Source: Compensation and Economic Research

THE UNIVERSITY OF CALIFORNIA

OFFICE OF THE SENIOR VICE PRESIDENT—ACADEMIC AFFAIRS

SPRING, 1984 CHART C

TABLE A-1[1]

Projected Difference in Faculty Salaries: UC and Comparison Institutions

	Professor	Associate Professor	Assistant Professor	Average[2]
Comparison 8 Institutions:[3]				
1983-84 Average Salaries	48,558	32,843	27,062	
1978-79 Average Salaries	32,383	21,943	17,447	
1984-85 Projected Salaries[4]	52,656	35,602	29,545	45,539
UC:				
1983-84 Average Salaries[5]	42,844	28,934	24,278	37,082
1983-84 Average Salaries Adjusted for a 10% mid-year range adjustment	47,128	31,827	26,706	40,790
1984-85 Projected Staffing	3,110	1,049	732	4,891
Percentage Increase Needed to adjust UC 1983-84 salaries to equal the projected 1984-85 average salaries	11.7	11.9	10.6	11.6

---

[1] Salary data excludes health sciences.

[2] Averages based on projected 1984-85 UC staffing pattern.

[3] Comparison institutions: Cornell University, Harvard University, University of Illinois, University of Michigan (Ann Arbor), Stanford University, Yale University, University of Wisconsin (Madison) and SUNY-Buffalo. Computed from confidential data received from these comparison institutions.

[4] Compound annual growth rate over the five-year period is used for the one year projection.

[5] 1983-84 average salaries adjusted to include merits and promotions to be effective 7/1/84.

Source: Compensation and Economic Research

APPENDIX E

California State University Supplementary Information

Letter to Russell Riese from Thierry F. Koenig, March 20, 1984 101

Letter to Patrick M. Callan from Caesar J. Naples, April 20, 1984 107

THE CALIFORNIA STATE UNIVERSITY

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OFFICE OF THE CHANCELLOR
(213) 590- 5679

March 20, 1984

Dr. Russell Riese
California Postsecondary
  Education Commission
1020 Twelfth Street
Sacramento, CA. 95814

Dear Russ:

Enclosed is a copy of the initial proposal of the CSU Board of Trustees for the collective bargaining negotiations with the California Faculty Association.

Also enclosed are data on CSU faculty salaries for 1983-84 and their projection into 1984-85; and data received from the comparison 20 institutions. With regard to the latter, they include a projection from last year's data for the University of Colorado which advised us that their final data may not be available until mid-April.

The fringe benefit information, as I advised you earlier, were reported to the National Center for Educational Statistics and therefore to us in a more limited format than in earlier years. As soon as I have compiled them - in a day or two - I will send them to you.

Administrative salary information is still coming in from other universities. I will try to send you a complete package early next week.

Sincerely,

Thierry F. Koenig
Personnel Analyst

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cc: Dr. Naples
    Dr. Smart
    Mr. Lahey

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THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

CSU Average Faculty Salaries

Rank	Number	1983-84 Actual	Estimated[1]
Professors	6,530	$36,857	$37,614
Associate Professors	2,532	28,348	28,930
Assistant Professors	1,520	23,167	23,643
Instructors	176	20,647	20,887
All Ranks Average	10,758	$32,652	$33,[illegible]22

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[1] Based on 5.8% increase effected January 1, 1984.

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

1983-84 Preliminary Data on Faculty Salaries at the 20 Comparison Institutions

Rank	Number	Salary Expenditures	Average Salary
Professors	6,215	$236,642,328	$38,076
Associate Professors	5,092	148,832,205	29,229
Assistant Professors	4,219	100,340,453	23,783
Instructors	1,009	18,581,865	18,416

Office of the Chancellor
The California State University and Colleges

Comparison Institution Data

Fall 1978

		Expenditures		Average	
Rank	Number	Salaries	Benefits	Salaries	Benefits
Professor	5,659	$157,445,198	$26,774,669	$27,822	$4,731
Assoc. Prof.	4,843	102,786,389	18,550,697	21,224	3,830
Assist. Prof.	4,910	83,768,753	15,297,662	17,061	3,116
Instructor	1,291	17,287,971	3,106,312	13,391	2,406

11/2/79

THE CALIFORNIA STATE UNIVERSITY

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LONG BEACH · LOS ANGELES · NORTHRIDGE
SAN LUIS OBISPO · SONOMA · STANISLAUS

OFFICE OF THE CHANCELLOR
(213) 590-

April 20, 1984

Mr. Pat Callan
Director
California Postsecondary Education
  Commission
1020 12th Street, 2nd Floor
Sacramento, California 95814

Dear Director Callan:

The CPEC reports on comparative salaries are a useful resource for State officials in considering appropriate levels of funding for higher education. The informed use of these reports has been of benefit to the two senior segments of higher education during periods of marked expansion and inflation by providing benchmarks against which salary levels could be compared.

To insure that the reports continue to be useful, the methodology should be reviewed from time to time to assist public higher education in California to maintain its ability to attract and retain qualified faculty as conditions within, and external to, the state change. We are pleased that agreement has been reached to review the comparison institutions now used by The California State University and we are looking forward to working with you and your staff and representatives of the Executive and Legislature on this very important matter.

We do have a real concern, however, with respect to the context within which the salary lags for The California State Universities will be presented in the CPEC report. The comparisons could be misleading if they are the sole basis for decision, and not viewed in the perspective of the real differences between California and the comparison states in living costs and the health of the states economies.

400 GOLDEN SHORE, LONG BEACH, CALIFORNIA 90802

INFORMATION: (213) 590-5506

We believe very strongly that any interpretation of the reported salary figures should identify the following considerations:

- differences in the cost of living in California when compared with other geographical areas of the country. For example, our analyses indicated that the average faculty salary in the CPEC 20 institutions would support a household of 2.95 persons at their states' per capita income levels. The comparable figure of 2.50 persons existed in 1982 for CSU faculty and is projected to be between 2.42 and 2.58 persons for 1984 if the Governor's proposal were adopted by the Legislature.

  Another example may be helpful. We have calculated the additional cost of housing in California over the cost of similar housing at the comparison institutions. At current interest rates, California housing costs an additional 22% of a CSU assistant professors' maximum salary.

- competition from business and industry for the services of highly trained faculty members as the economy of California continues to expand. This competition has had a great impact on the adequacy of California State University salaries such as in Computer Science, Engineering, and Business. Any understanding of the comparison data must consider this.

- relative living standards of faculty compared to those of the average California citizen. In 1973, the average California State University faculty salary could support a household of 3.02 persons at California's per capita income level. In 1982, that figure had dropped to 2.50 persons, indicating clearly that our faculty standard of living has not kept pace with that of other California citizens.

If we can be of any assistance in facilitating a clear understanding of the significance of the reported salary lags as impacted by these forces, please do not hesitate to get in touch with me.

Sincerely,

C J Naples

Caesar J. Naples
Vice Chancellor
Faculty and Staff Relations

CJN:lg

cc: W. Ann Reynolds
William E. Vandament
Jack M. Smart
Kenneth B. O'Brien
John Harrison

APPENDIX F

Letter from Kenneth B. O'Brien to Gerald Hayward, August 9, 1979

August 9, 1979

Gerald Hayward
Director of Legislative and
Public Affairs
California Community Colleges
1238 S Street
Sacramento, California 95814

Dear Jerry:

As you know, the Legislature took several actions during the current session concerning the reporting of salary data. The first of these emanated from the Legislative Analyst's report and requires the Commission to include the Community Colleges in our annual reports on University of California and California State University and Colleges faculty salaries. The second action appropriated $15,000 to the Chancellor's Office for the purpose of collecting salary data for the 1978-79 and 1979-80 fiscal years. The latter action, however, did not specify the type of information to be collected.

It is my understanding that you discussed this subject with Bill Storey and agreed that we should develop a detailed list of the information we will require for our report. After that, I presume you will contact us if there are any questions or ambiguities.

Our questions fall into three categories: (1) full-time faculty, (2) part-time faculty, and (3) administrators. For each of these, we will need the following:

Full-time faculty

1. A listing of all salary classifications (e.g., BA + 30, MA, etc.) for each Community College district.
2. The actual salary at each step of each classification.
3. The number of faculty at each step of each classification.
4. The amounts of any bonuses that are granted to faculty, the number of faculty receiving them, the total salary of every faculty member receiving a bonus, and the reason for granting the bonus.

5. The percentage increase in salary granted (i.e., the range adjustment) for the fiscal year covered by the report.

6. The total number of full-time faculty in each district.

7. The mean salary received by those full-time faculty.

8. The total dollar amount paid to full-time faculty as a group.

Part-time faculty

1. The total number of part-time faculty employed by each district on both a headcount and full-time-equivalent (FTE) basis.

2. The mean salary paid to each headcount faculty member in each district.

3. The mean salary paid to each FTE faculty member in each district.

4. The total dollar amount paid to all part-time faculty in each district.

5. A summary of the compensation plan for part-time faculty members in each district.

Administrators

1. A list of all administrative positions (titles) in each district.

2. The salary schedule for each position.

3. The number of headcount and FTE employees occupying each administrative position.

4. The actual salary paid to each employee in each administrative position.

5. The percentage increase in salary granted (i.e., the range adjustment) for the fiscal year covered by the report.

A few words of explanation may be in order. The data requested for full-time faculty is very similar to that which has been collected by the Chancellor's Office for a number of years but which was not collected for 1978-79 due to Proposition 13 reductions. The only major difference relates to the detail on bonuses which was not clearly presented in prior reports.

We are asking for data on part-time faculty because of objections raised by Community College representatives. At the time our preliminary report on Community College salaries was presented, many Community College representatives, including those from the Chancellor's Office, complained that the data were misleading because part-time faculty were not included. To avoid that difficulty in the future, it is imperative that data on these faculty be included in next year's report to the Legislature.

We are also asking for data on administrators because of the concerns expressed by both the Legislature (on the subject of academic administration generally) and various Community College faculty organizations. I am not sure we will publish any of the data on administrators but we do want to be able to respond to questions should they arise.

The final item concerns the dates for receipt of the data. As you know, we publish two salary reports each year. Since the University and the State University report to us each year by November 1, we think it would be appropriate to set November 1 as a reporting date (for the 1978-79 data) for the Chancellor's Office as well. For the 1979-80 data, we would like to have a report by March 1 so that we may include it in our final report to the Legislature. In future years, the March 1 date should become permanent.

If you have any questions concerning any of these matters, please let me know.

Sincerely,

Kenneth B. O'Brien, Jr.
Associate Director

KBOB:mc

APPENDIX G

Correspondence Regarding Administrative Salary Information University of California

Letter to Clive Condren from Russell L. Riese, February 17, 1984 119

Letter to Russell L. Riese from Joseph B. Rogers, April 30, 1984 121

Memorandum, "Comparative Analysis of UC 1983 and 1984 'CPEC' Administrative Management Salary Reports," by Neville Manderson, May 25, 1984 123

February 17, 1984

Clive Condren
Staff Director
Educational Relations
University of California
735 University Hall
2200 University Avenue
Berkeley, CA 94720

Dear Clive:

The purpose of this letter is to remind you about my requests for information for the final annual report on faculty and administrative salaries that we have discussed on several occasions. According to the methodology developed by the Commission in 1977 these data should be submitted to us in late February.

Specifically, we need:

1. The spring faculty salary and fringe benefit comparison report (Tables A-1 through A-5). Table A-5 should show salary schedules in effect before January 1, 1984 and after April 1, 1984.

2. The supplementary "B-Tables."

3. The annual medical faculty salary report, and

4. The annual administrative salary comparison report.

If all this information cannot be supplied at this time, I would appreciate receiving portions of the data when they are ready for release so that I can complete various sections of the report at an early date.

Sincerely,

Russell L. Riese
Postsecondary Education Administrator

RLR:na

UNIVERSITY OF CALIFORNIA SYSTEMWIDE ADMINISTRATION

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Office of the Senior Vice President--
Administration

BERKELEY, CALIFORNIA 94720

Academic and Staff Employee Relations

April 30, 1984

Mr. Russ Reese
CPEC Administrator
1020 Twelfth Street
Sacramento, CA 95814

Dear Russ:

Attached is a copy of Table I, 1983-84 Administrative Management Salary Data for the University of California and Comparison '10' Universities. If you have any questions, please direct them to Neville Manderson at (415) 642-5977.

Sincerely,

Joe

Joseph B. Rodgers
Director of Compensation
and Economic Research

Attachment

cc: Assistant Vice President Levin
Director Condren
Senior Analyst Manderson

TABLE I
1983-84 ADMINISTRATIVE MANAGEMENT SALARY DATA FOR THE UNIVERSITY OF CALIFORNIA AND COMPARISON '10' UNIVERSITIES

	Administrative Title	*Average for University of Calif.	**Average for Comparison '10' Universities
2.0	Chief Executive Officer/ Single Institution	$95,000	$111,800
4.0	Chief Academic Officer	76,000	86,700
5.0	Chief Business Officer	76,000	82,600
6.0	Chief Student Affairs Officer	68,000	69,000
7.0	Chief Development Officer	70,000	83,100
10.0	Chief Personnel/Human Resources Officer	55,000	60,900
12.0	Chief Budgeting Officer	69,000	62,900
17.0	Director, Library Services	67,000	68,300
18.0	Director, Computer Center	61,000	67,200
27.0	Comptroller	56,000	63,100
32.0	Chief Physical Plant/Facilities	60,000	63,700
34.0	Director, Purchasing	49,000	44,300
37.0	Director, Information Systems	56,000	60,800
40.0	Director, Admissions	53,000	50,900
43.0	Director Student Financial Aid	47,000	43,000

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* University of California average computed from salary rates at the Berkeley and Los Angeles campuses only.

**Comparison '10' institutions are Stanford University, Harvard University, Massachusetts Institute of Technology, Cornell University, California Institute of Technology, Universities of Michigan (Ann Arbor), Wisconsin (Madison), Illinois (Urbana, Texas (Austin) and Minnesota (Twin Cities).

DRAFT: 5/25/84

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COMPARATIVE ANALYSIS OF UC 1983 and 1984 'CPEC' ADMINISTRATIVE MANAGEMENT SALARY REPORTS

A. Comparison '10' Institutions

The following table summarizes universities used in the salary survey process for 1983 and 1984.

Survey Institutions	Comments
*Stanford University	Surveyed in 1983 and 1984
*Harvard University	Surveyed in 1983 and 1984
*Cornell University	Surveyed in 1983 and 1984
*University of Michigan	Surveyed in 1983 and 1984
*University of Wisconsin	Surveyed in 1983 and 1984
*University of Illinois	Surveyed in 1983 and 1984
*University of Texas	Surveyed in 1983 and 1984
**Massachusetts Institute of Technology	Surveyed in 1984 only
**California Insitute of Technology	Surveyed in 1984 only
**University of Minnesota	Surveyed in 1984 only
***Yale University	Surveyed in 1983 only
***University of Missouri	Surveyed in 1983 only
***State University of New York	Surveyed in 1983 only

*Seven of the Comparison '10' institutions were surveyed in both 1983 and 1984.

**M.I.T., C.I.T, and University of Minnesota were included in the list of 1984 Comparison '10' Institutions when the survey criteria was modified to include universities ranked among the Top Ten or Top Fifteen Ph. D. granting institutions.

*** - Yale University although eligible declined to participate in the 1984 survey.

- The University of Missouri was not eligible to participate in the 1984 survey.
- The State University of New York, a multi-campus system, was not eligible for participation in the 1984 survey.

B. Survey Selection Criteria

1. Institutions participating in the 1983 survey were a combination of private single campus universities (Cornell, Harvard, Stanford, and Yale) and public multi-campus systems (Illinois, Michigan, Missouri, Texas, wisconsin, and SUNY). They were with the exception of Missouri and Texas, the same institutions traditionally used for the faculty salary 'Comparison 8' surveys.

2. Institutions participating in the 1984 survey were selected on the basis of an assessment of their respective Research Doctorate Programs in the Arts, Sciences, and Engineering fields. Single campus rather than system (Multi-sampus) comparisons were made.

3. The Berkeley and Los Angeles campuses of the University of California system were used as comparators in the survey. Their respective positions among leading Ph. D. granting insitutions were first and eighth respectively.

C. Administrative Titles

1. The following titles utilizing CUPA job descriptions were used in both the 1983 and 1984 surveys.

2.0 Chief Executive Officer/Single Institution
4.0 Chief Academic Officer
5.0 Chief Business Officer
10.0 Chief Personnel/Human Resources Officer
12.0 Chief Budgeting Officer
17.0 Director, Library Services
18.0 Director, Computer Center
32.0 Chief Physical Plant Facilities
37.0 Director, Information Systems
43.0 Director, Student Financial Aid

2. The following titles were used in the 1984 survey only.

6.0 Chief Student Affairs Officer
7.0 Chief Development Officer
27.0 Comptroller
34.0 Director, Purchasing
40.0 Director, Admissions

- The titles used in the 1984 Administrative Management Survey were selected as part of a representative 'core' management group of classes which were common in the provision of essential administrative management support at the leading institutions. The titles selected had management responsibility limited to a single institution. Thus comparisons for example were not made for Chief Executive Officer/System which would be the equivalent of UC's President.

3. The following titles were used in the 1983 survey only.

-Chief Executive Officer/Multi-Campus System.
-Direcror, Campus Security
-Director, Athletics
-Dean of Agriculture, Arts & Sciences, Business, Education. Engineering, Graduate programs and undergraduate programs

Note; 1. The Chief Executive Officer/Multi-Campus system was excluded from the 1984 survey because only heads of selected single insitutions were included. (Refer to Section D below).

2. The Director of Campus Security and Athletics were not considered to be 'core' administrative management positions.

3. The Deans were considered to be more academic than core administrative management positions and thus were not included in the 1984 curvey.

D. Exclusion of the President of the University

The consulting firm of Hewitt Associates in a January 10, 1983 Study of Compensatic for The Regents of UC stated the following conclusions regarding the President's jc

- The job is the largest management job in any United States university in quantita terms. Hewitt Associates is not able to measure the job from a qualitative stanc point.
- The conclusion is that the University of California President's job is large and the pay is not consistent with the scope of the job.

The consultant's conclusion above and the decision to survey administrative management positions in single institutions rather than multi-campus institutions contributed to the University's decision not to survey for Chief Executive Officer/ Multi-Campus System positions in the 1984 survey.

Neville

Neville Manderson
Compensation and Economic
Research Unit

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